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STRENGTH

SERVICE

SPEED

ACHIEVEMENT

CONCERN

MISSISSIPPI STATE DEPARTMENT OF PUBLIC WELFARE

ANNUAL REPORT

FISCAL YEAR 1988

DR. THOMAS H. BRITTAIN JR.
COMMISSIONER

Our 1988 Annual Report, "Symbols of Success," features photographs provided by Tom Chauncey Stables, Scottsdale, Arizona; Robinwood Farm, Jackson, Mississippi; and Imperial Egyptian Stud, Parkton, Maryland.

Mississippi Department of Public Welfare

Dr. Thomas H. Brittain, Jr.
Commissioner

State Board of Public Welfare
Dr. Lamar Braxton, Chairman
Carol J. Burger, Vice-Chairman
Kendall T. Blake, M.D.
Carole B. Haney, J.D.
William T. Reed, J.D.
Claudell H. Weaver
Jessie L. Weeks

P. O. Box 352 | 515 E. Amite Street | Jackson, Mississippi 39205 | (601) 354-0341

Honorable Ray Mabus
Governor of Mississippi
and
Members of the Mississippi State Legislature

Ladies and Gentlemen:

As you review this year's Annual Report, you will find that it reflects a government agency that runs more like a business than a bureaucracy. The first bureaucratic response to increasing client needs is an automatic "more staff." This is the last response that our Department has . . . because we analyze every other business method of dealing with the problem beforehand.

Our first response to client needs is to identify each issue confronting us as it relates to our agency mission, our goals and our basic philosophy of management. Is the problem really one of lack of resources, or is it inefficient use of the resources that we do have? What is the underlying cause of problem, and will our "solution" solve it for the long haul as well as the short term?

This report reflects the issues that confront us, the alternatives available for dealing with them, and the actions selected for solving the problem or capturing the opportunity. Such a system of strategic planning is absolutely mandatory for an agency which processes 500,000 clients per year through a dozen different programs, and manages almost 400 million dollars annually. In short, our strategy ends with staffing patterns versus starting with them; that's our answer to government's budget deficits and, more importantly, to meeting human needs.

Respectfully submitted,

Thomas H. Brittain, Jr.

Thomas H. Brittain, Jr.
Commissioner

THB/sl

MISSISSIPPI STATE WELFARE BOARD

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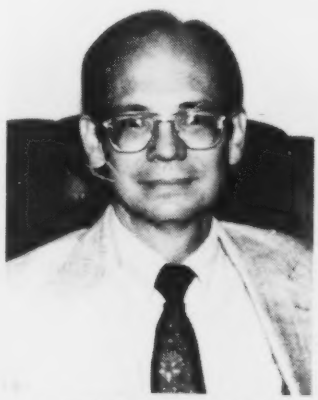
(Term expired 6/30/88.)

Claudell H. Weaver
Third Congressional District
(Appointed 7/1/88.)

William T. "Bill" Reed, J.D.
Fifth Congressional District

Carol J. Burger
Member-at-Large

Kathryn Shepherd
Member-at-Large
(Term expired 6/30/88.)



Kendall T. Blake, M.D.
Member-at-Large
(Appointed 7/1/88.)

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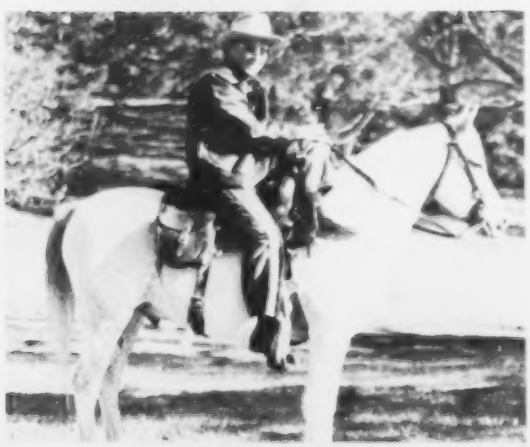
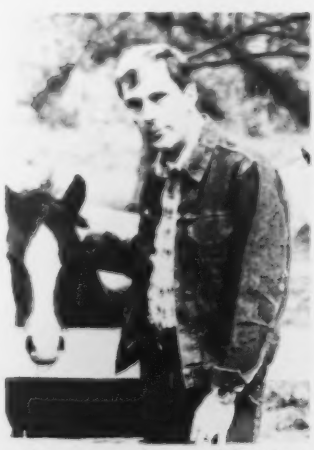
Robert G. Jenkins
General Counsel

Bennie Mims, Director
Internal Audit

Max M. Cole, Bureau Director
Economic Assistance



Marion Sephton, Director
Client Career Development



Al Soneson, Bureau Director
Internal Affairs

INTRODUCTION: SYMBOLS OF SUCCESS

STRENGTH - Our strength is in our employees who provide assistance to more than 500,000 needy people per year. This assistance ranges from food to medical care to child support to lifesaving protection from abuse and neglect for both children and adults.

SERVICE - We manage the third highest caseload in the nation with the lowest administrative cost in the nation . . . and do both with compassion and professional courtesy.

SPEED - Our productivity has dramatically improved due to prudent use of technology. We have now provided all counties with terminals and printers for on-line interaction with our mainframe. This system, complimented by personal computers, makes ours the largest public or private computer system in the state of Mississippi.

ACHIEVEMENT - The Mississippi State Department of Public Welfare is making great strides. We continue to perform at a level unparalleled in United States welfare history. Once again we had high success measurements while serving far more people with still fewer employees than in previous years.

CONCERN - Children, by the thousands, have been literally rescued from dangerous situations. This includes a record number of out-of-home investigations into residential group homes, day care centers and public/private schools. Care and concern for the adult client's personal pride and dignity has enabled adult clients to "escape the welfare trap" via Training, Education, and Workfare.

1988 AGENCY-WIDE ACHIEVEMENTS

I. Bureau of Economic Assistance, Divisions of Assistance Payments (AFDC), Food Assistance (Food Stamps) and Temporary Emergency Food Assistance (Commodities)

- Served as economic transfer agency for almost $400 million, and served over 500,000 clients during the year.
- Managed the third highest caseload per worker in the nation, with the lowest administrative cost.
- Maintained all programs at previous achievement levels, while continuing to manage the largest layoff in the United States welfare history and in the history of any Mississippi state agency.
- Implemented Expanded Medicaid Eligibility program to provide medical assistance for pregnant women and children born on or after October 1, 1986.
- Decreased the Food Stamp payment error rate, and completely eliminated, via litigation and legislation, the error rate fiscal sanctions for 1986 and 1987, totaling $ 3,074,036.
- Successfully appealed a $708,676 disallowance from the Department of Health and Human Services.
- Continued to tighten investigation/prosecution of fraud cases and to recoup lost funds which earned a cumulative $900,000 in Food Stamp incentive funds.
- Brought the MAVERICS computer system "on-line" in 82 counties at 450,000 transactions per day and did so "on schedule and within costs."
- Decreased overdue AFDC and Food Stamp applications from 20.91% of all cases to 10% in AFDC and 7 % in Food Stamps.
- Designed systems to eliminate Food Stamps, AFDC checks, Medicaid monthly ID cards, and child support payments via Electronic Benefits Transfer (EBT). This system will greatly benefit clients, retailers, banks, the Department of Public Welfare, and the Medicaid Commission.
- Began pilot test of an "interactive interviewing" process in counties to completely eliminate manual interview forms.
- Issued policy for the implementation of the Stewart B. McKinney Assistance for the Homeless Act, which among other changes:
  - Offered inducements to the client in achieving employment, training and educational goals by excluding income from the Job Training Partnership Act (JTPA) in determining Food Stamp eligibility and benefits.
  - Provided expedited services and benefits for the homeless.
- Issued policy for the implementation of the Income and Eligibility Verification System, a massive technical change which required statewide work.
- Provided Food Stamp allotment benefits totaling $302,357,268 to an average of 166,662 needy households.
- Distributed surplus commodities valued at $9,746,794 to an average of 82,500 households each month.

Agency-Wide Achievements (Continued)

- Planned and implemented several processing changes to streamline cases and reduce error rates.
- Prepared for implementation of Infant Survival Medicaid Program to be effective October 1, 1988. This program has a need standard set at 185% of federal poverty level for pregnant women and infants up to one year of age.

II. Bureau of Economic Assistance, Division of Child Support

- Designed, developed and installed the nation's first PC software for Child Support (CS) establishment, collection and allocation in 20 counties.
- Increased CS caseload from 160,021 to 202,877, an increase of 42,856.
- Increased number of CS cases with support obligations from 45,463 to 52,065, an increase of 6,602.
- Increased the amount of distributed collections from $16,494,830 to $18,338,216, an increase of $1,843,386 or 11%. This earned a $1.4 Federal incentive award.
- Increased the amount collected per Child Support Enforcement Officer/Special Investigator from $183,275 to $203,758. (90 CSEO/SI)
- Increased collections per Child Support Enforcement staff from $58,622 to $64,345. (285 Full-time Equivalents)
- Increased income tax offset collections by 26% from $2,531,168 to $3,179,953.
- Participated in the installation of the Interstate Electronic Parent Locator Network Project.
- Provided legal and technical support to the private bar and to Chancery Judges on such matters as income withholding procedures, court costs issues, interstate cases, and Family Masters.
- Streamlined county reporting which improved the accuracy of both financial/ statistical reports and which provided management with necessary data for determining staff needs, justifying budget requests and improving interface between departments.
- Instituted more aggressive public awareness campaigns by a pamphlet explaining Child Support Services and the publication "Looking Beyond Teenage Pregnancy." The latter is aimed at preventing teen pregnancy by focusing on the male's financial responsibility.
- Developed Training Material for new Child Support Enforcement Officers, Attorneys and Investigators.
- Developed performance based standards for Child Support Enforcement Officers and Child Support Attorneys.
- Developed Advance Planning Document and Request for Proposal for Child Support Mainframe Computer System.

III. Bureau of Economic Assistance, Division of Quality Control

- Automated quality control data analysis, sample assignment and tracking.
- Completed required semiannual quality control comparisons in all counties, achieving compliance with the regulations for the first time since the 1986 RIF.

Agency-Wide Achievements (Continued)

IV. Bureau of Client Career Development

- o Implemented Workfare program in 16 counties:
  - Saved $215,194 in labor costs for public agencies and private non-profit organizations.
  - Entered over 372 clients into full paid jobs via Workfare; 319 into jobs via Job Find; 1,184 into literacy or GED; and 683 into JTPA.
  - Discontinued Food Stamps for 2,659 clients who refused to obtain education, training or a job.
  - Saved $563,504 in Food Stamp Coupons.
  - Used business councils composed of local business owners and managers to meet monthly with DPW workers to get jobs for our clients.
- o Continued WIN Program for AFDC clients with one third the 1987 staff:
  - Placed 315 in training, 482 in Job Search and 725 in employment at least 30 days.
  - Saved $630,802 in annualized AFDC grant reductions
- o Improved the statewide Volunteer program, with a monthly average of 733 volunteers donating 15,087 hours monthly.

V. Bureau of Internal Audit

- o Initiated Electronic Internal Auditing of various DPW programs.
- o Completed 56 standard county audits, 10 county cash verifications, and 26 sub-contract programs.

VI. Bureau of Family and Children's Services

- o Saved 12,000 children and almost 1,000 adults from further abuse or neglect.
- o Managed 2,400 children per day in the overall child care system.
- o Overhauled policies in adoptions and foster care to speed permanent placement of children.
- o Maintained managerial control of the child abuse and neglect problem, including development of a risk matrix, a case tracking system, and a stronger child protection policy.
- o Established joint venture with Headstart Agency in six (6) counties, resulting in 504 children receiving day care for the summer.
- o Implemented day care and after school programs in 12 additional counties with an increase in services to 625 children.
- o Generated employment for 40 family day care providers in Choctaw and Washington counties.
- o Initiated training activities for parents and day care staff in cooperation with the Mississippi Cooperative Extension Service.
- o Provided short term residential care to 1,510 children and adults who were at risk because of neglect, abuse, abandonment or exploitation.
- o Maintained family unity for 1,509 clients (children and disabled adults) through the provision of homemaker services.

Agency-Wide Achievements (Continued)

- Received a $440,000 Title IV-E Independent Living Skills grant award for FY 1987 and separately for FY 1988 to provide services designed to assist older adolescents in IV-E Foster Care in making the transition to independent living.

- Contracted with Southern Christian Services in MS. Inc. for six (6) weekend conferences on "Life Skills" for 144 foster children that were held in the Summer of 1988.

- Set a permanent plan of adoption for all children in DPW custody.

- Obtained and administered a Refugee grant for special projects (such as English as a Second Language).

- Conducted state-of-the-art job analysis for Social Worker positions to aid in performance evaluations, training and selection.

- Maintained the Mississippi Adoption Resource Exchange and published the Adoption Book.

- Recruited homes for "special needs" children by featuring the children in newspaper column, "Sunday's Child" and on TV program, "Wednesday's Child."

- Received $50,000 Federal Grant to steamline the adoption process and increase the number of placements of special needs children.

- Provided financial assistance to families adopting "special needs" children and Medicaid to 424 children who were eligible for IV-E and IV-B Adoption Assistance.

- Passed the Federal 427 Audit of Foster Care cases resulting in no loss of federal funds.

- Issued Certificates of Approval or licenses and provided technical assistance to 194 day care centers, family day care homes, child placement agencies, after school day care programs and residential homes as a prerequisite to federal funding for 4,321 children.

- Trained 137 Social Workers in the Mississippi Law Enforcement Academy program and 42 supervisory staff on the Child Welfare Practice Manual.

- Issued the Adult Protective Services Resources Directory.

- Installed a personal computer in each Social Services regional office for tracking and monitoring of foster care and adoption cases.

- Trained many public and private organizations on child abuse prevention, detection and reporting.

- Investigated and prosecuted in Youth Court many out-of-home investigations: 26 Residential Group Homes, 35 Day care centers, and 29 Local Schools.

VII. Legal Affairs

- Won the Bethesda case even after appeal by the plaintiff to the Mississippi Supreme Court.

- Prosecuted the largest Welfare fraud case in Mississippi involving a three state Food Stamp ring with $150,000.

- Investigated four large cases of internal fraud resulting in 4 convictions.

- Legally freed 97 children for adoptive placement with a 98.3 percent success rate in termination of parental rights litigation.

Agency-Wide Achievements (Continued)

VIII. Bureau of Administration

- Won 24 of 34 EEOC cases and/or Employee Appeals Board cases with the remaining 10 cases pending.
- Conducted, at no costs, management training for many headquarters and field management groups.
- Completed the planning stage of a common electronic application form for all health and human service state agencies.
- Received and disposed of 2,429 administrative disqualification and fair hearings.
- Completed the implementation of the MAVERICS computer system in all Mississippi counties by July 1, 1988; then modified it to support the new federal requirements for the Income Eligibility and Verification System (IEVS).
- Received approval from the Office of Child Support Enforcement to design a statewide on-line Child Support System.
- Developed better cash management procedures to stay in compliance with federal grant requirements.
- Submitted all federal quarterly reports on time during the fiscal year.
- Initiated update of the state's most extensive and complex cost allocation system.
- Began developing on-line Eligibility Worker Training through MAVERICS computer system.
- Increased utilization of personal computers for improved productivity and efficiency, particularly in Child Support.
- Generated Workers Compensation savings of $40,000 for FY 1988 and $23,000 for FY 1989 by the Agency Safety Program.
- Generated computer ability to draw agency organization charts and other graphics.
- Designed and implemented procedure used in collecting time study information with an optical scanner... the first such use of this technique by a U.S. Human Services Agency.
- Computerized the processing of Purchase Order to enhance processing time, establish audit trails and generate financial reports.
- Developed a computer program to capture and record the necessary data for equipment accountability reports.
- Established automated mail merger, mail labeling and manifest shipping systems for moving bulk supplies and forms to the counties.
- Established procedure to process all bulk mailing on the Automated Inserter Mailing System (AIM) and to qualify the mailing for pre ZIP code sorting, thereby saving postage.
- Began issuing demand letters to Food Stamp clients who were overdrawn resulting in increased fund collections (e.g., 21,000 Delinquent Notices in March of 1988 resulted in collections of $146,000.00). Also began coupon reductions for delinquent clients via on-line MAVERICS system.

STRATEGIC PLAN

FISCAL YEARS 1989 - 1994

MISSION

The mission of the Mississippi Department of Public Welfare is to provide economic and social services to individuals and families in Mississippi with demonstrated needs. Services are consistent with individual dignity, program effectiveness, and service efficiency.

GOALS

To fulfill our mission, the Department of Public Welfare continually strives to attain these goals:

- Financial Assistance - To help eligible, needy individuals and families cope with their financial needs. The essentials of food, clothing, housing, and other necessities are provided on a temporary basis to achieve a decent standard of living.

- Financial Independence - To help individuals on welfare to obtain education, training, and jobs; and, if necessary, apply mandatory pressure to become self-supporting.

- Self-Sufficiency - To help persons receiving agency assistance to overcome barriers that inhibit them from achieving a better degree of personal, social and economic determination, and a level of independence consistent with their capabilities.

- Prevention - To prevent problems leading to the exploitation and endangerment of children and adults and to prevent or remedy those conditions leading to placement services.

- Placement - To assist Mississippians in obtaining appropriate living conditions, either institutional or non-institutional, when circumstances indicate the necessity of such care, supervision or treatment.

- Protection - To help people, particularly children, the aged, and the handicapped, who are unable to protect themselves from abuse, neglect and exploitation.

- Family Integrity - To strengthen the integrity and unity of the family through education, counsel and support services such as the Volunteer (VIP) program and the Child Support program.

- Public Relations - To maintain open, candid communications with the general public, the media, and the legislative, judicial and executive branches of government. The Department of Public Welfare maintains a working relationship with many community groups and encourages the participation of volunteers in all its work programs.

- Welfare Reform - To continually search out and implement service delivery methods that save taxpayer dollars and improve client well-being. This includes modernization and computerization of all systems to support service delivery.

- Compassionate Care and Concern - To render compassionate care and personal concern for needy, eligible citizens through maximum use of available resources in the most cost effective manner.

AGENCY PHILOSOPHY

The following management principles describe the values and attitudes that govern delivery of services to our clients and reflect our relations with the public, the legislature and our employees.

OUR CLIENTS: We exist solely to respond to the needs of our clients within the parameters of public policy and prudent professional practice. We treat our clients with respect, dignity and courtesy. We stay informed about the programs, services and resources available to our clients so that we may respond to their needs promptly, fairly, thoroughly, and accurately.

THE PUBLIC: We seek public input and partnership by continually informing the public about our operations, plans, problems, challenges and opportunities. This open communication policy also prevails with the media, governmental officials, the legislature, and all other interested parties. As a result, we regularly cooperate with federal, state and local officials to effectively respond to citizens' needs and concerns.

OUR EMPLOYEES: We seek to create and maintain a work environment that provides all employees with opportunities for personal and career growth. Staff are encouraged and, if necessary, compelled to achieve excellence in performance and professionalism. As a result, we continually upgrade personnel through careful selection, training, and evaluation processes for staff - regardless of race, sex or physical handicap.

We believe that formal and informal recognition for a job well done is absolutely essential to positive motivation and job satisfaction. Likewise, however, negative reinforcers are readily used when warranted . . . particularly where client service is at issue.

We believe that staff should be compensated competitively, fairly and equitably. This includes adequate fringe benefits to provide reasonable security against major catastrophes.

GENERAL MANAGEMENT: We believe it is essential to create an environment in which we expect and get results. Planning for the immediate and long-term future is a part of this environment; that is, anticipating and preventing problems before they occur and capitalizing on opportunities as they appear. Out of our plans, we clearly define organizational responsibilities, assign responsibilities to staff, delegate decision-making to the level where the best decision can be made, and expect staff to be accountable for their responsibilities.

Open communication and cooperative coordination throughout all organizational units of the agency are a major requirement. We pull together to avoid being pulled apart. Togetherness helps us utilize public resources in a cost-effective manner, such as avoiding duplication of efforts, avoiding using people to do jobs that machines can do, and avoiding non-productivity programs and work methods.

We recognize that every manager cannot, and should not, manage his/her staff in the same manner. We encourage individual styles of management, as long as they are based on sound, basic management principles.

ECONOMIC ASSISTANCE

BUREAU GOALS:

1. To provide, in a timely manner, the correct amount and type of benefits to which eligible applicants are entitled.
2. To help individuals on welfare to become self-supporting through appropriate referrals to other service organizations.
3. To strengthen the integrity and unity of the family through strict enforcement of the Child Support Program.
4. To continually search out innovative ways such as Electronic Benefit Transfers (EBT) to more efficiently administer and operate the Economic Assistance Programs (Child Support, Aid to Families with Dependent Children, Food Assistance and Temporary Assistance Food Program).

ASSISTANCE PAYMENTS

PROGRAM GOAL: To ensure that all Bureau goals are met in terms of AFDC and Medicaid benefits.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. The MAVERICS computer system is helping counties to provide timely and accurate delivery of services but may not be enough as number of clients grow.	A. Enhance MAVERICS to include on-line interviewing, computations for Medicaid-only and IV-A supplement payments.	A1. Develop software additions to MAVERICS.
		A2. Pilot test on-line interviewing in 6 counties.
	B. Improve staff productivity.	B1. Keep performance pressure on via monitoring systems.
	C. Hire more staff.	C1. Request minimum number of new staff.
II. Policy and technical training for field staff is severely lacking.	A. Continue current level of training.	A1. Continue the one staff trainer.
	B. Identify new and innovative training methods/ approaches.	B1. Establish and activate a Training Unit.
		B2. Design computer based training packet.
		B3. Utilize videos.
III. AFDC error rate is sharply increasing.	A. Increase training.	A1. See above.
	B. Increase staff.	B1. See above.
	C. Increase supervisory review.	C1. Supplement field with headquarters staff due to overall staffing shortages.
	D. Focus on greatest error causes (income verification and determination of Social Security status).	D1. Penalize people who report income incorrectly.
		D2. Have all workers update all Social Security Numbers immediately.

FOOD ASSISTANCE

PROGRAM GOAL: To ensure that Food Stamps and Temporary Emergency Food Assistance Program (TEFAP) benefits are provided to eligible clients in a timely, accurate manner.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Purchase and distribute Mississippi food products within Mississippi to provide jobs to strengthen the farm economy and provide food supplements to needy families.	A. Push for legislation to extend TEFAP beyond 1990 and require in-state commodity purchases and distribution.	A1. Actively seek federal legislation to continue TEFAP and add authority and funding to purchase Mississippi food products.
		A2. Continue to stress to Congress and USDA the positive economic impact of commodity purchases and distribution within the State.
	B. Department to encourage state food processors to bid competitively on commodity contracts.	B1. Coordinate with Mississippi Agriculture Department to provide Mississippi products to Mississippi clients.
II. Accurate and timely provision of Food Stamp benefits by computerization, staff training, paperwork reduction, and improved program management.	A. Electronic Benefit Transfer (EBT) using magnetic card purchase system to reduce Food Stamp stigma and fraud.	A1. Form cooperative organization of EBT system with retailers, banking, and agency on-line computers.
		A2. Obtain EBT waiver from federal government.
	B. Increase staff training to produce more knowledgeable workers and reduce errors to prevent financial sanctions from FNS.	B1. Enhance MAVERICS to include self-study training.
		B2. Develop video-taped training sessions for new or revised policy.
		B3. Focus training on high error elements.
		B4. Request legislative approval for increased and adequate staff.

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS	
		C.	Interactive interviewing process to reduce paperwork and speed up client service provision.	C1.	Pilot project in progress to utilize MAVERICS immediate data entry vs. manual completion of application form.
				C2.	Develop desk guide to facilitate interactive interview process.
		D.	Computer interface with county and state agencies to verify client income/ resources to simplify verification and reduce fraud.	D1.	Develop information sharing agreements with appropriate agencies to reduce error/fraud.
III.	Increase public awareness of the Food Stamp program impact on state economy.	A.	Information/ outreach focused toward client and business community.	A1.	Develop and distribute outreach materials.
				A2.	Encourage public service contacts to inform business community/legislators of program importance.
IV.	Use Food Stamp program client contacts to provide referrals to other appropriate service agencies to bolster client self-sufficiency.	A.	Without referral services, client dependency increases.	A1.	Facilitate client participation in available medical, educational, employment, training and social services focused toward independence.

QUALITY ASSURANCE

DEPARTMENT GOAL: To assist in the agency's error reduction efforts in both the AFDC and Food Stamp programs in order to eliminate fiscal sanctions against the agency.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Error rates exceeding the federal tolerance levels generate fiscal sanctions against the agency's administrative funds.	A. Ignore the problem and hope the error rate comes down.	A1. None.
	B. Continue emphasis on agency's corrective action efforts.	B1. Coordinate changes in quality control policy with Economic Assistance Area Directors to ensure that the county staff is aware of how quality control reviews are conducted.
		B2. Utilize quality control staff to assist with training county staff when requested by the Economic Assistance Area Directors.
		B3. Participate in monthly staff meetings with Program Staff and Area Directors.
		B4. Provide input to State's Congressional delegation on quality control legislation.
		B5. Expand Management Evaluation (ME) functions to perform targeted reviews in addition to mandated ME functions.
		B6. Continue efforts to automate both ME and QC functions insofar as possible.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
II. Re-review errors called by federal quality control staff impacts the state's error rates because of the regression formula.	A. Maintain status quo.	
	B. Initiate aggressive efforts to decrease errors made by state quality control staff.	B1. Increased emphasis on accountability for errors.
		B2. Resumption of quarterly staff meetings by supervisory staff who will provide field staff with needed training in policy and procedures.
		B3. Secure MAVERICS terminals for staff in the field.
		B4. Provide input on various issues to the Technical Assistance Group formed by USDA/FNS to permit State to have input in the quality control process in the Food Stamp Program.
		B5. Obtain two additional positions to be utilized in the field to lessen the heavy workload now being done by the quality control staff.

CHILD SUPPORT

PROGRAM GOAL: To establish and maintain an effective, self-supporting Child Support Program by Fiscal Year 1994.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Mississippi does not meet performance indicators and organizational standards established by the Office of Child Support Enforcement, but must do so to establish and maintain an effective Child Support Program.	A1. Use current resources in an attempt to meet performance indicators and reassign certain staff positions to move toward meeting minimum organizations standards established by the Office of Child Support Enforcement.	A1. Develop legislative initiatives to obtain by FY 1991 additional staff allocations for the Child Support Program to ensure sufficient staff to perform all functions required by federal regulation.
	A2. Use current resources and obtain additional resources to meet performance indicators and reorganize to meet organizational standards established by the Office of Child Support Enforcement.	A2. Develop legislative initiatives each year to ensure compliance with federal regulations and enable further streamlining of child support procedures.
		A3. Increase training and program monitoring beginning FY 1989 with substantial improvements in organization, staffing and scheduling by the end of FY 1990.
		A4. Implement a statewide, on-line computer system for the Child Support Program by the end of FY 1992; and in the interim utilize a county-based personal computer system developed to facilitate fiscal processing.
		A5. Operate a Central Registry for Interstate Child Support Cases, beginning FY 1989, in an efficient and effective manner to ensure compliance with federal regulations.
		A6. Continue to evaluate feasibility and, if determined feasible, implement contracts with individuals and/or organizations such as attorneys, process servers, and collections agencies.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
II. The Child Support Program in Mississippi does not have a positive public image in all areas of the State or in all areas of the Nation, and must make concentrated efforts to establish and maintain a positive public image.	A1. Continue current level of activity with respect to public service announcements and press releases.	A1. Decrease the backlog of child support cases and provide more timely service beginning FY 1989 with no more than a 5% backlog statewide by the end of FY 1991.
	A2. Actively pursue a positive public image by concentrated and intensive efforts to establish and maintain such an image.	A2. Issue press releases, public service announcements, and publications regarding the child support program; and give presentations regarding the program to professional and other organizations beginning FY 1989 and increasing each year in quantity and quality.
		A3. Obtain an allocation by FY 1991 for a full-time public relations staff person for child support.
		A4. Send child support staff from all levels of the organization to national conferences and conferences in other states.
		A5. Educate teenagers regarding financial responsibilities of parenthood and child support obligations incurred by distributing the publication "Looking Beyond Teenage Pregnancy" in the schools and other organizations/ agencies beginning FY 1989.
		A6. Work with Advocacy Groups beginning in FY 1989 to provide/obtain assistance based on joint planning.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
III. Program is almost totally funded by incentives with very little state general fund support.	A. Increase child support collections on which incentives are based.	A1. Continue to encourage use of guidelines in establishing the amounts of support obligations by all judicial bodies with the goal of making use of the mandatory guidelines by FY 1992.
		A2. Continue work with Chancery Judges with emphasis on standardization of documents and procedures.
		A3. Utilize, upon their appointment, Family Masters in Chancery to expedite judicial handling of child support cases.
		A4. Implement Unemployment Compensation Intercept for collection of child support by the end of FY 1989.
		A5. Implement by the end of FY 1992 statewide automated reporting of past due support owed by absent parents for use by Credit Bureaus in determining credit ratings.
		A6. Educate employers regarding their responsibilities in complying with the income withholding law by working with the Mississippi Manufacturers Association beginning FY 1989.
	B. Obtain significant additional state general fund support.	B1. Present to legislature a request for additional general funds for resources needed in FY 1990.

FAMILY AND CHILDREN'S SERVICES

BUREAU GOALS:

1. To prevent problems leading to the exploitation and endangerment of children and adults and to prevent or remedy those conditions leading to placement services.
2. To help children, the aged, and the handicapped who are unable to protect themselves from abuse, neglect and exploitation.
3. To assist Mississippians in obtaining appropriate living conditions, either institutional or non-institutional, when circumstances indicate the necessity of such care, supervision or treatment.
4. To help persons to overcome barriers that inhibit them from achieving a better degree of personal, social and economic determination, and a level of independence consistent with their capabilities.
5. To render compassionate care and personal concern for needy, eligible citizens through maximum use of available resources in the most effective manner.
6. To provide quality day care for children of parents who are either employed or in need of services to prevent abuse or neglect.

PROTECTION

PROGRAM GOALS:

1. To protect children and vulnerable adults from abuse and neglect.
2. To work with families and the community to prevent future maltreatment of children and vulnerable adults.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Need more interagency communication and coordination. - DPW needs help and support on decisions as to determination of abuse, disposition, etc. - Professionals need to understand better the investigation and court process.	A. Multi-Disciplinary Teams need to be established.	A1. Develop a Multi-Disciplinary Team in all areas by June 30, 1989. A2. Establish teams with DPW or outside objective party as the regular coordinator. A3. Obtain sanction of the local Youth Court Judge. A4. Establish guidelines for selection and role of team members, confidentiality, and uniform reporting to the Youth Court, District Attorney, and Law Enforcement. A5. Identify, recruit and train team members.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	B. Meet with other agencies and professionals to educate about investigation process.	B1. Schedule same.
	C. Seek consultation on regular basis from other professionals.	C1. Schedule same.
II. Reports need to be screened. - Too many inappropriate referrals made to DPW. - DPW role identification problem for DPW staff and other agencies.	A. Implement DPW guidelines for screening valid reports.	A1. Study existing guidelines from other States regarding screening of valid reports. A2. Establish Task Force to make recommendations for guidelines.
	B. More community contacts regarding appropriate referrals.	B1. Meet with community agencies to educate on new guidelines.
	C. Establish clearer role for DPW Social Worker.	C1. Use recent job analysis of Social Worker to reset job elements and standards.
III. More public awareness and community support needed. - Abuse and neglect caseload continues to increase without proportionate increase in staff. - DPW staff need more time to devote to clients.	A. Increased public awareness of need for prevention of abuse and neglect.	A1. Implement Public Awareness programs.
	B. Increased prevention programs with community help.	B1. Seek coordination with schools and other agencies for identification of high-risk population. B2. Establish more prevention programs for high-risk groups. B3. Hire Prevention Coordinators (Program Specialists or Advanced Social Workers) in each of the six Social Services Areas to handle above prevention activities.
	C. Increase homemaker services to enable children to remain in the home.	C1. Obtain positions and funds by October 1, 1989. C2. Recruit/ hire/ train by January 1, 1990.

PLACEMENT AND PREVENTION
(Adoption, Foster Care, Child Care, Licensing & Certification, Homemakers and Medicaid Transportation)

PROGRAM GOALS:

1. To assure and provide adequate, safe and appropriate placements for all children in DPW custody.
2. To provide support services for children in families which are, or are threatening to become, disrupted due to abuse and/or neglect.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. PLACEMENTS-THERAPEUTIC		
A. Increasing population of troubled youth, i.e., status offenders, behavior problems, handicapped youngsters (physical, emotional, mental), runaways and substance abusers.	A1. Prevent children from becoming troubled. A2. Catch children early in trouble and intervene before placement is needed.	A1. Research and review the needs of children in agency custody. A2. Analyze the advantages and disadvantages of various placement options as related to: a. agency "in-house" operation b. interagency facilities c. contracting with other agencies d. purchase on as-needed basis from the private sector.
B. Insufficient placement resources available for children in agency care.	B1. Use space more efficiently (monitor utilization of shelters, foster care turnover, etc). B2. Build more facilities (own/operate). B3. Lease/contract for more beds. B4. Develop and implement alternative funding options (grants, interagency and/or private sector sponsorships). B5. Train current and new foster parents on effective ways to deal with children's inappropriate behaviors	B1. Obtain funding to match with Mental Health for homes under their direction. B2. Recruit and train therapeutic foster parents. B3. Develop and implement tracking system for appropriateness of placement and efforts to quickly obtain a stable, permanent home for children (their own or another). B4. Monitor utilization of emergency shelters.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
		B5. Recruit and license regular and emergency foster homes statewide.
		B6. Assist in developing and subsidizing residential treatment facilities in the State.
		B7. Provide better training and more support for licensed foster parents to prevent "burnout" with two new training positions.
C. Limited resources are causing increased referrals from other systems, including parental requests for DPW to take voluntary custody.	C1. Retain more children in own homes using available resources: Homemakers, Parent Aides, Volunteers, Mental Health, Health, Youth Services, etc.	C1. Develop referral methodology for consistent statewide agency response.
	C2. Move criminally adjudicated youth to Training Schools.	C2. Meet with Health, Mental Health, Education, Youth Services, etc. to delineate types of referrals appropriate for each agency.
	C3. Re-educate public as to appropriate referrals.	C3. Publicize the activities and assistance available from various agencies.
	C4. Pass more referrals on to other agencies.	C4. Assess availability of agency resources prior to accepting voluntary custody.
	C5. Refuse to accept more referrals.	
II. PLACEMENTS - ADOPTION AND FOSTER CARE CASE TRACKING		
A. Backlog of homes and children awaiting adoption.	A1. Train Adoption/Foster Care workers in recruitment and placement procedures.	A1. Utilize training and state adoption staff to prepare field staff to conduct home studies and follow through on complete adoptive process at the area level.
	A2. Localize recruitment efforts in communities.	A2. Enforce Adoption/Foster Care priorities.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
B. Need statewide knowledge of numbers, types, capacities of available homes (adoptive and foster) in each county.	B1. Develop and implement a statewide computer network on available families and waiting children.	B1. Use adoption tracking grant monies to: a. Hire a PC expert. b. Contract with private sector for technical assistance with start-up. c. Install modems and telephone dial-ups with the PC's for each ASWS.
	B2. Develop campaign to build public awareness of children's needs.	B2. Coordinate demographic data on homes and children and make available to the field via computer.
		B3. Initiate regular statewide teleconferences on placement matches facilitated by Headquarters.
		B4. Continue and expand current media coverage of the need for homes for children.
III. PLACEMENTS - FOSTER CARE QUALITY ASSURANCE		
A. Need to assure children access to good, safe foster care in family setting with effective parenting.	A1. Require parenting skills training for foster parents prior to licensing and continuing education after approval.	A1. Meet with Cooperative Extension to develop parenting training programs statewide.
	A2. Monitor homes both through the regular monthly visits and via an official review of a random sample of homes.	A2. Design and pilot review form to use in conducting independent evaluations of foster home quality statewide.
B. Assure that foster homes can adequately handle a variety of inappropriate behaviors sometimes exhibited by the children in their homes.	B1. Prepare and present ongoing training for foster parents on changing behaviors.	B1. Schedule session with AFC's on dealing with disruptive behaviors for replication with area foster parents and children.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	B2. Organize and facilitate foster parent support groups in each area.	B2. Prepare AFC's to handle group facilitation in initiating foster parent support groups.
	B3. Provide help for children in understanding themselves and their problems.	B3. Arrange for counseling or therapy as indicated and do group work with children.
IV. PLACEMENTS - SPECIAL NEEDS		
A. State lacks sufficient special needs foster care resources.	A1. Negotiate cooperation among agencies to strengthen funding, placements and programs for special needs children.	A1. Establish through joint funding with Health programs for: AIDS, Teenage Pregnancy, etc.
		A2. Interface DPW case management with Mental Health, Education Dept., etc.
V. PLACEMENTS - RESPITE		
A. Need temporary alternative placements for children whose families are experiencing stress to the extent that the children and/or the placements are in jeopardy.	A1. Continue to recruit emergency subsidized foster homes.	A1. Train AFC's in recruitment and support procedures for short-term caregivers.
	A2. Develop short-term residential treatment placements for observation and evaluation.	A2. Develop needs assessment and compare to availability of residential treatment beds. a. Work with other agencies to obtain funding for placements. b. Adjust criteria to allow using DPW funds for short-term care. c. Negotiate for increased funding to meet needs.
	A3. Implement Respite Program which would be available statewide.	A3. Develop and implement policies on medically fragile, developmentally delayed, technology dependent or handicapped children in conjunction with Health, Mental Health and Education.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
VI. PLACEMENTS - LICENSING AND CERTIFICATION OF FACILITIES		
A. Some unlicensed child care facilities (both day care and residential group homes) are abusive, inappropriate and/or inadequate and do not conform to child abuse reporting requirements.	A1. Continue to investigate abuse and/or neglect reports. A2. Work with Health, Mental Health and Education to assure safety, sanitation appropriate placement and adequate education for children in these situations.	A1. Support passage of bill in legislature to enable DPW to effectively monitor residential child caring facilities and protect the children in them. A2. Participate on inter-agency advisory groups with common purpose of assuring the well-being of children statewide.
B. Abused/neglected children may be too intimidated to testify even when reports are made to DPW.	B1. Assure safe and supportive placements for runaways from residential centers. B2. Assure sensitive well-trained staff to conduct the interviews with children who are fearful, anxious and may have been severely traumatized.	B1. Train emergency foster parents and shelter staff in appropriate interactions with children at high risk of runaway and possible irrational reactions to less restrictive environments. B2. Utilize training positions to conduct intensive courses on effective communication and non-threatening interviewing techniques.
C. Protection of children impossible in unregulated systems giving no access to investigators.	C1. Pass legislation for licensure or registration of child caring facilities. C2. Persuade unlicensed facilities to seek licensure on voluntary basis.	C1. Meet with Chairman of Health and Welfare Committee. a. Conduct media campaign to the general population. b. Organize a statewide lobbying effort.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
D. No law in effect to require home to meet at least minimal standards, no mechanism to improve system even if flagrant abuse has been substantiated.		D1. Make staff available to provide technical assistance for licensees. a. Meet with unlicensed facilities to explain pros and cons of licensing. b. Assist with application process.
VII. PLACEMENTS/PREVENTION - CHILD CARE		
A. Do not have uniform care standards and staff qualifications.	A1. Upgrade licensing standards or use certification standards to assure better quality care.	A1. Work with interagency task force to develop policies on standards.
	A2. Develop and enforce registration requirements for family-based child care.	A2. Draft and solicit introduction in legislation to require family child care registration.
	A3. Require all day care centers to meet certification standards.	A3. Introduce legislation to mandate compliance with standards for quality child care in day care centers. a. Inform providers and general public of requirements. b. Issue provisional certification/ licenses. c. Provide technical assistance in upgrading center services. d. Track progress to assure standards are met. e. Approve/deny applications for certification/ licensure.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
B. Quality child care is not available on a statewide basis.	B1. Implement standards requirements. B2. Recruit child care providers in unserved areas (ongoing).	B1. Provide child care services to families in every county. a. Identify counties/ areas with inadequate child care facilities. b. Social Worker focus on child care as measure in preventive child abuse and neglect case.
C. Quality Programs hampered by limited funds to purchase supplies or equipment.	C1. Encourage private donations (time/equipment). C2. Recruit, train and monitor volunteer activities in order to free up funds for basic materials.	C1. Develop and implement fund-raising techniques and activities. a. Secure local assistance in publicizing needs and activities of centers. b. Articulate need in terms of service area, population results expected from funding. C2. Develop and present media campaign to educate public about child care issues as related to Welfare Reform.
D. Non-SSBG funds for child care are currently inadequate for appreciable expansion.	D1. Develop alternative funding strategies.	D1. Coordinate funding dollars to provide child care in every county: a. Seek and apply for child care grant. b. Enlist volunteer support. c. Provide budget assistance in costing out programs. Technical assistance.

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS	
		D2.	Utilize additional dollars from Welfare Reform to expand child care coverage.	D2.	Request state match from legislature for Welfare/ Reform/ABC. a. Demonstration Voucher Project for Welfare Reform. b. Limited start-up assistance - Headquarters, volunteer proposal evaluators.
E.	Assistance with after school/ summer and special needs child care for low-income working parents is not available.	E1.	Develop and implement expansion/special needs program.	E1.	Network with other agencies and school system to utilize available facilities, programs, etc. (ongoing). a. Involve day care providers in linking resources with service delivery system. b. Research activities in other states and replicate viable system. c. Provide technical assistance with PR, start-up, policy reimbursement.
F.	Training for child care providers, SW staff and parent education not currently available statewide.	F1.	Develop and/or coordinate training activities designed to generate informed referrals and parental input.	F1.	Upgrade quality of child care by providing/ coordinating sessions for providers and volunteers. RE a. Child development b. Age appropriate activities c. Nutrition d. Socialization
				F2.	Orient SW staff to the process and advantage of utilization.
				F3.	Parent education to inform and encourage participants to be active in child care planning.

BUREAU OF INTERNAL AFFAIRS

BUREAU GOALS:

1. To provide, in a timely manner, necessary administrative and technical support services to all departments of the agency.
2. To coordinate the business management activities within the Bureau of Internal Affairs.

ACCOUNTING AND FINANCE

DEPARTMENT GOALS:

1. To provide timely and accurate disbursements to vendors, contractors, administrative bodies, eligible clients and DPW staff.
2. To increase collections of benefits issued to ineligible.

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
I.	The current Financial Management and Control System (MACS) does not meet the GAAP requirements.	A.	Design/develop, transfer GAAP system with on-line access.	A1.	Select three states that have certified GAAP systems.
				A2.	Analyze and evaluate the various states' systems.
				A3.	Select and recommend the appropriate system for the agency.
				A4.	Secure all federal and state approval.
		B.	Upgrade current system.	B1.	Design auxiliary systems to further manipulate data from existing MACS' reports.

BUDGETS

DEPARTMENT GOAL: To provide funding for the agency's service programs and administration of those programs.

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
I.	Present accounting system designed for quarterly reporting. Management information cannot be produced monthly.	A.	Assist in selecting and installing a new accounting system that will meet DPW's needs in addition to outside controlling agencies.	A1.	Transfer system from other state Welfare agency. Travel to prospective states and evaluate their systems.
II.	Too many reports to be produced in too short of a time. Too many different budget documents to be produced at one time.	A.	Obtain more staff.	A1.	Put staff request in next budget.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	B. Continue to automate through the use of personal computers.	B1. Obtain necessary hardware for all staff.
		B2. Train staff in using software.
		B3. Develop applications for automation.
III. DPW staff not well versed in federal fiscal rules and regulations regarding the funding of DPW's various programs.	A. Place emphasis on and make available time and resources for staff to become totally familiar with fiscal rules and regulations.	A1. Hold regular meetings with DPW management staff on new or changed federal program rules that will affect funding.
		A2. Allow staff to attend federal workshops, conferences and seminars on a regular basis to keep current on federal requirements.
		A3. Combine Social Services funding expertise with regular budget staff.

MANAGEMENT INFORMATION SYSTEMS

DEPARTMENT GOALS:

1. To assist the agency in accomplishing its goals by developing, modifying, installing, and operating computer application systems that perform both effectively and efficiently.
2. To manage the agency's data resources in order to provide timely and accurate information for decision making.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. MAVERICS may not receive Food and Nutrition Services' approval due to policy and systems functions not in agreement, and reporting not complete and correct.	A. Assure that all functions are performed as required by agency policy, federal guidelines, and our Advance Planning Document (APD).	A1. Federal guidelines and APD are now being reviewed.
		A2. Meetings are in progress with agency Food Assistance staff to verify policy compliance.
		A3. Meetings have been held with various departments to ensure that all reports are produced. Report cross-reference has been produced that outlines how MAVERICS can be accessed to complete federal reports. Software programs are being modified to correct report deficiencies.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	B. Delay or forego approval process.	B1. The Food and Nutrition Services has notified the agency that a review is scheduled for February 6 10, 1989.
II. MAVERICS should be modified to include additional functionality and to allow for more efficient processing in Mississippi's environment.	A. Implement into MAVERICS the enhancements that have already been defined.	A1. Design, program, and implement enhancements as rapidly as possible, according to set priorities.
		A2. Coordinate efforts with the various program departments to issue policies and procedures and train staff.
		A3. Provide a forum for identifying needed modifications on a continuing basis.
	B. If enhancements are not implemented, workers must continue to determine Medicaid eligibility for state programs, compute claims data, and perform manual functions.	B1. Request additional employees to handle increased workload.
III. A comprehensive statewide child support computer system needs to be acquired in order to meet federal requirements and to provide the level of automated support necessary to accomplish the Child Support Department's mission.	A. Transfer, modify and implement an existing child support system from another state, or provide overwhelming evidence to the federal agency to justify the development of a customized system.	A1. Obtain the necessary approvals to perform a feasibility study.
		A2. Contract with an experienced consulting firm to assist in conducting the feasibility study.
		A3. Submit the resulting Advance Planning Document and Request for Proposal for the transfer/development of a child support system to the proper authorities.
		A4. Upon approval, begin the transfer/development of a child support system.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	B. Continue with the manual child support system.	B1. Pay penalties as provided by law for agency sanctions.
		B2. Request additional employees.
IV. An on-line statewide computer system is needed by the Social Services Department to provide current information relative to the clients they are serving and to the providers of services required.	A. Replace the current social services system with an existing system from another state.	A1. Conduct a feasibility study to locate a viable system to transfer.
		A2. Identify an adequate source of funds.
		A3. Request/obtain approval.
	B. Modify and re-design the current social services system.	B1. Perform requirements definition and analysis.
		B2. Obtain approval to modify the existing system.
		B3. Contract with an experienced vendor to assist in the modifications.
V. The agency's administration systems should be upgraded to allow on-line updating and inquiry and to provide the degree of flexibility required to meet changing regulations.	A. Replace the current administrative systems with an existing system from either another state or a commercial software system.	A1. States are being visited to locate a suitable accounting system to transfer.
		A2. Obtain the necessary approvals to transfer and modify the selected accounting system.
		A3. Contract with an experienced consultant to perform the transfer of the accounting system.
	B. Modify and re-design the current administrative systems.	B1. Perform requirements definition and analysis.
		B2. Obtain approval to modify the existing systems.
		B3. Contract with an experienced vendor to assist in the modifications.

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS	
VI.	The chronic shortage of Economic Assistance workers requires innovative ways of providing benefits to clients.	A.	Determine the feasibility of issuing Food Stamps, AFDC monies, and other benefits via a statewide Electronic Benefits Transfer system.	A1.	Contract with an experienced consulting firm to assist the agency in developing a plan for piloting the approach in selected counties and a Request for Proposal that can be used to acquire the services of a contractor to provide or develop a suitable system.
				A2.	Acquire the services of a consulting firm and assist the vendor in the piloting effort.
				A3.	Monitor the effectiveness of the system.
				A4.	If pilot results are positive, then expand to statewide.
		B.	Continue to issue benefits via MAVERICS.	B1.	Streamline issuance methods.
VII.	Many of the agency's clients are also clients of other state agencies. The repetitious giving of the same data to each agency could be avoided if a joint intake system could be developed.	A.	Determine the feasibility of sharing data with the other agencies that serve the same clients as this agency in order to reduce the amount of information that must be repeated by the client.	A1.	Work with other agencies in determining the common application information.
				A2.	Determine the resources that are needed to facilitate the sharing of information.
				A3.	Design, develop, and implement a pilot system.
				A4.	Monitor the effectiveness of sharing information.
				A5.	If pilot results are positive, then expand to the degree feasible.
		B.	Continue to collect application data independently.	B1.	Develop more efficient interviewing methodologies.

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
VIII.	Agency non-MAVERICS systems are being run on Amdahl mainframe computer. Production costs could be reduced if those systems could be processed on agency equipment rather than buying time on the State's computer.	A.	Replace the existing outdated, in-house remote job entry (RJE) hardware with a state-of-the-art system.	A1. A set of specifications for a new system has been developed and submitted to the Central Data Processing Authority.
				A2. Issue a Request for Proposal for the new system.
				A3. Obtain approval for selected system.
				A4 Install new hardware and software.
		B.	Continue to utilize the agency's current equipment.	B1. Locate reliable sources of parts and maintenance.
IX.	Agency staff could better utilize their time and efforts if appropriate tasks could be automated.	A.	Acquire and utilize additional personal computer systems.	A1. Review existing applications and determine those that are suitable for personal computers.
				A2. Develop agency standards for personal computer applications.
				A3. Work with the Central Data Processing Authority in the acquisition of both hardware and software.
				A4. Install new systems.
		B.	Continue manual processes.	B1. Request additional staff.
X.	All data processing systems that are implemented by the agency should be developed and implemented in accordance with a set of well-defined standards and guidelines in order to provide maximum support to staff and to maximize the use of limited resources.	A.	Provide management and control instruments in order that all data processing personnel may perform their tasks better and that all agency systems will form a cohesive information management system.	A1. Modify existing or develop new operational, developmental, testing, library, quality assurance, data control, and security procedures.
				A2. Test all procedures thoroughly.
				A3. Publish new or modified procedures.
				A4. Provide training in new procedures.

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS	
				A5.	Monitor procedures to assure adherence to them and modify as required.
		B.	Continue defining procedures and standards when faced with a problem situation.	B1.	Attempt to coordinate the non-cohesive standards and guidelines.
XI.	Agency users of all systems need training in order to fully utilize the capabilities of the systems.	A.	Provide complete and timely training to all users or provide complete and timely training to selected users, e.g. supervisors.	A1.	Request additional personnel.
				A2.	Establish a permanent training area.
				A3.	Program and implement the agency's computer-based training software package.
				A4.	Develop a state-of-the-art training program.
				A5.	Train the trainers.
				A6.	Implement the training functions on a continuing basis.
		B.	Allow workers to learn from co-workers while performing their duties.	B1.	Request additional personnel for increased demands for help desk support.

HUMAN RESOURCES

DEPARTMENT GOAL: To provide cost effective and timely Human Resource Services to both Headquarters and Field Staff.

SOCIAL SERVICES TRAINING GOAL: To assess cognitive and practice needs; develop and coordinate program material and method of delivery with Bureau of Family and Children's Services.

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
I.	Legally mandated training - Mississippi Code 43-1-55.	A.	Arrange for specialized training from the Mississippi Law Enforcement Officers' Training Academy for all Social Workers prior to July 1, 1990.	A1.	Inform Mississippi Law Enforcement Officers' Training Academy of the need for scheduling training when we have 25 new Social Workers and Supervisors.
				A2.	Schedule a date for training, coordinate, plan and implement the training program.
II.	Delivery of initial training for new Social Workers.	A.	Programmed self-study with reading materials.	A1.	Develop self-study materials.
				A2.	Transmit training materials to Social Services staff for self-study.
				A3.	Purchase video equipment for each regional office.
				A4.	Develop video training tapes.
		B.	Regional training sessions and headquarters training sessions.	B1.	Request one training position for each area (6).
				B2.	Identify new Social Workers as participants as soon as possible.
III.	Frequently changing policies and procedures staff must implement.	A.	Train trainers (headquarters program, area directors and area social work supervisor trainers) to teach direct delivery staff.	A1.	Cooperate and coordinate training schedule with Bureau of Family and Children's Services and area directors/ supervisors.
				A2.	Hold regular staff meetings.

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
IV.	Ongoing need of staff to better understand needs of clients relative to specific areas of assignments, new theories/ practices, "state of the art," social work philosophy and techniques.	A.	Provide training in special areas of protection, placement, prevention and special needs.	A1.	Coordinate with USM on grant project to develop in-service training program for Child Welfare practice.
		B.	Study time and staff required to maintain in-service training with current level of training staff.	B1.	Select a training committee to work on the development of training programs (committee has been appointed by Ms. Townes). Committee is composed of core Social Services areas.
		C.	Assist with formal education plans.	C1.	Provide educational assistance to secure legal base for educational leave. Provide stipends for persons seeking MSW.

MANAGEMENT TRAINING GOAL: To provide Management Training for new supervisors and directors.

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
I.	Newly appointed supervisors, managers and directors generally do not have management backgrounds.	A.	Utilize State Personnel Board Management Training Programs.	A1.	Define Management Training Needs using Management Profile (MP) and Career Assessment Plan (CAP).
				A2.	Schedule managers/ directors to attend.
				A3.	Evaluate results.
		B.	Develop Management Training Program.	B1.	Request from the legislature staff to develop and implement Management Training.
				B2.	Utilize Management Profile (MP) and Career Assessment Plan (CAP) to define Management Training needs.
				B3.	Schedule.
				B4.	Evaluate results.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	C. Utilize contracts to obtain other special training.	C1. Evaluate special needs by surveys, etc.
		C2. Bid contracts if necessary.
		C3. Prepare contracts for SPB approval.
		C4. Evaluate results.

MAVERICS TRAINING GOAL: To develop an on-line training program to teach MAVERICS and AFDC/ Food Stamp policy and procedures to new employees and employees promoted to new positions.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Limited training available on program policy and MAVERICS.	A. Develop written self-study manuals.	A1. Request additional staff from legislature.
		A2. Develop materials.
		A3. Develop delivery system.
	B. Develop on-line training in MAVERICS.	B1. Purchase and have installed a computer-based training software package and have training package ready by January 1990.
		B2. Include in the computer training program the areas of responsibility for clerical, issuance and supervisory staff as they pertain to MAVERICS and Food Stamp policy and procedures.
		B3. Study feasibility of expanding on-line training via MAVERICS.

AFFIRMATIVE ACTION AWARENESS GOAL: To implement a statewide recruitment and selection program to allow for the promotion and retention of minorities and women in managerial positions.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Increase the number of minorities in upper management positions as a result of EEO Profile.	A. Use Career Assessment Plan (CAP) and Management Action Plan (MAP) to develop employees for promotional opportunities.	A1. Use CAP/MAP to develop a reserve of trained minorities and women for future management positions through a job rotation/cross training program.
		A2. Determine short and long term organizational needs of the county, area, and headquarters staff.
		A3. Conduct a semiannual audit and evaluation of the present management force.
		A4. Provide individual and group developmental activities.
	B. Recruit and train minorities and women of high potential for management positions.	B1. Encourage minorities and women to apply for promotional opportunities through supervisory support, promotional opportunity literature, and the State Service Register.
		B2. Advertise opportunities in minority publications.
		B3. Refer employees interested in Career Counseling to the State Personnel Board's Career Counseling Center, in order to inform them of statewide promotional opportunities.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
		B4. Encourage employees to attend job-related conferences and workshops, and provide employees with part-time Educational Leave applicable to the individual's job assignment.
		B5. Provide a copy of the Affirmative Action Plan to recruitment sources, including employment agencies, educational and vocational organizations, contractors, community organizations.
		B6. Recruit Bachelor and Master's level students from colleges and universities frequented by minorities and women.

PERSONNEL/PAYROLL SYSTEM GOAL: By Fiscal Year 1990, to develop and implement a stand-alone Personnel/Payroll System.

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
I.	Duplication of work exists due to maintaining the DPW Mainframe System and a Human Resources Personal Computer System.	A.	Automate further to develop a fully operational on-line Human Resources System.	A1.	Purchase a Comprehensive H.R. software package that will tie in the two systems and give Human Resources on-line capabilities, and install a circuit to tie into mainframe.
		B.	Continue outdated system.	B1.	Seek continued support from agency Data Processing staff for programming and testing. Improvement contingent upon Data Processing staff availability.
II.	Provide a rapid response management information system.	A.	Automate further to develop an on-line Human Resources System.	A1.	Purchase of software will create an on-line sequential Human Resource file and Human Resources staff will be trained to access information and generate reports as necessary.

AGENCY-WIDE BUDGET PROCESS GOAL: To implement a yearlong budget preparation process identifying position needs and planning for the actual submission of the annual budget.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Decisions concerning reallocations and new position requests are not known prior to current fiscal year.	A. Continue current process of deciding on budget request in a two-month period.	A1. Current process does not allow Budgets and Human Resources Department to prepare or know what is in budget request. No additional actions required to continue present system.
	B. Begin budget preparation at least six months in advance.	B1. Use a continuous process in which position needs are identified and prepared for the actual budget.
		B2. Establish rapport with directors by meetings and obtaining and identifying the positions to be reallocated and determining new personnel needs.
		B3. Position requests for FY Budget submitted to Human Resources in time to allow for evaluation and refinement.

OFFICE SERVICES

DEPARTMENT GOAL: To provide timely and effective service to insure proper records and forms management, property and inventory management, printing, supply and mail service and information service.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. To reduce and eventually eliminate paper files.	A. Continue expansion of paper files.	A1. Purchase additional file cabinets.
		A2. Occupy expensive floor space.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	B. Develop a system to reduce paper files.	B1. Seek commitment of management.
		B2. Establish a small task force to investigate and recommend solutions to improve and reduce paper files.
II. To improve property management and accountability to bring agency in compliance with Miss. Code Section 29-9-17.	A. Hire sufficient part-time help to bring all inventory and records up- to- date.	A1. Seek commitment from management.
		A2. Hire two full-time Property Officers to bring inventory and records up-to-date and maintain on a monthly basis.

PLANNING

DEPARTMENT GOAL: To expand and develop a vital support office for the agency in:

a. gathering, maintaining, utilizing and reporting research and statistical data;

b. compiling and monitoring the agency Strategic Plan; and

c. writing, submitting and securing grants for agency services.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Data required to meet Planning goals often received late, incomplete, inaccurate, or not at all.	A. Work with staff in other departments to assure that data needs are known.	A1. Prepare booklet of data needs, sources and contact persons.
		A2. Schedule meetings to improve communication.
		A3. Follow up on timely acquisition of data.

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
II.	Excessive amount of time required to search out and find data for requests.	A.	Review data available, both within agency and from other agencies.	A1. Expand present agency contacts and document data information sources.
				A2. Secure agency reports and publications and update Planning library.
				A3. Evaluate and organize current files.
				A4. Prepare File Directory using PC's when appropriate.
III.	Planning efforts not coordinated in timely manner along with other planning phases of agency.	A.	Have regular meetings with other offices to keep current on directions and projects.	A1. Attend agency meetings.
				A2. Provide assistance to individual offices in setting and meeting objectives and coordinating resources and activities.

LEGAL

DIVISION GOALS:

1. To provide legal representation for the agency, staff and clients in all areas of legal work.
2. To provide appropriate litigation, counsel and advice to matters pertaining to the agency goals in all three Bureaus of the agency.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Social Services litigation to provide timely legal representation of the agency, especially in Termination of Parental Rights and Adult Protective Services cases.	A. Divide the different aspects of Social Services litigation to provide as much specialization as possible.	A1. Assign individual attorneys specific areas of Social Services litigation.
		A2. Provide access to training and information relative to specialized areas.
	B. Develop clear lines of communication between Social Services and legal entities.	B1. Determine areas of communication difficulties and work with Family and Children's Services to eliminate the same.
		B2. Work with chancellors through judges' meetings and individually to educate courts and court personnel about Social Services issues.
	C. Assist Social Services ASWS by training in legal matters.	C1. Attend ASWS and R.D. meetings to assist in planning and delivery of training in legal matters affecting Family and Children's Services.
	D. Obtain adequate staff to handle necessary litigation.	D1. Work through budgetary and personnel aspects to adequately staff the Division to handle litigation, including adequate secretarial staff.
	E. Obtain updated software and computer supported legal research.	E1. Begin work through CDPA to obtain Westlaw legal research.
		E2. Update current word processing software to increase efficiency of pleading preparation.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
II. Increase effectiveness of the Fraud Investigation Unit.	A. Increase number of cases investigated for prosecution.	A1. Reduce the dollar amount of restrictions on cases referred for prosecution.
		A2. Increase efforts to work with appropriate prosecutors to prosecute cases of fraud.
		A3. Increase public awareness of Fraud prosecution.
	B. Increase number of cases investigated for Claims Unit, Administrative Hearings.	B1. Emphasize to Eligibility Workers the need to prepare DPW-540 and DPW-380 referrals.
		B2. Train workers in areas of Fraud.
		B3. Streamline referral system to allow faster, more efficient referrals to be made.
	C. Determine and clarify the scope and duties of the Fraud Investigation Unit.	C1. Establish investigation needs of the agency in all Bureaus.
		C2. Determine the most efficient manner of achieving the needs.
		C3. Change funding and assignments to provide appropriate sources to complete efficient provisions of services.
III. Staff and management need access to legal advice concerning areas of work.	A. Provide direct assistance to legal issues affecting staff and management in areas of personnel, contracts, litigation, etc.	A1. Make legal staff available for consultation as to legal issues involving agency on as needed basis.
		A2. Provide necessary legal research as requested and needed.
		A3. Develop and implement training for areas of broad concern.
	B. Provide necessary legal research concerning issues involving the agency.	B1. Obtain and utilize electronic legal research methods.
		B2. Expand current law library in agency.
		B3. Utilize State and Mississippi College Law libraries.

INTERNAL AUDIT

DIVISION GOALS:

1. To recruit qualified staff to perform EDP audits.
2. To train staff to perform EDP audits for a computerized system.
3. To access an agency EDP Audit Program.
4. To produce EDP audit reports.

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
I.	Recruit qualified staff to perform EDP audits.	A.	Hire staff with EDP audit experience or potential.	A1.	Advertise in public and private sector.
				A2	Offer competitive salary and fringe benefits.
				A3.	Hire most qualified staff.
		B.	Contract qualified staff.	B1.	Acquire qualified staff by advertising via the State Contract Bid process.
II.	Train staff to perform EDP audits for computerized system.	A.	Train staff by departmental resources.	A1.	Obtain necessary resources for training.
				A2.	Provide periodic workshops.
		B.	Train staff by utilization of external resources.	B1.	Determine availability of appropriate external training.
				B2.	Acquire appropriate training via the State Contract Bid process.
		C.	Do not provide formal training.	C1.	Initiate on-the-job/self training.
III.	Access an agency EDP Audit Program.	A.	Develop an agency EDP Audit Program.	A1.	Assign appropriate staff.
				A2.	Determine and develop procedures for an agency EDP Program Audit.
				A3.	Upgrade procedures as needed.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
	B. Purchase and adapt an existing EDP Audit.	B1. Obtain an appropriate EDP Audit Program via the State Contract Bid process.
		B2. Examine, adapt, and implement the EDP Audit Program for agency needs.
		B3. Monitor the EDP Audit Program to develop full potential and fulfill agency needs.
	C. Abandon EDP Audit Concept.	C1. Continue present audit program.
IV. Produce EDP audit reports.	A. Prepare quality and timely EDP audits in an efficient and effective manner.	A1. Test data through planned and efficient procedures in compliance with Federal Audit Standards and Requirements.
		A2. Examine internal controls to assure data integrity and compliance to program policy.
		A3. Continual monitoring of reports to determine progress and insure quality.
	B. Prepare basic audit reports without aid of EDP Audit Program.	B1. Continue present audit program.

CLIENT CAREER DEVELOPMENT

PROGRAM GOALS:

1. To establish, maintain and expand programs for AFDC and Food Stamp recipients which will lead to permanent employment.
2. To maintain and improve the Volunteer Program throughout our State.

JOBS - WELFARE REFORM

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS	
I.	Federal law mandates the transition of the current Work Incentive Program (WIN) into a broader Welfare Reform Program (JOBS).	A.	Plan the program for operation in 82 counties with education, Job Seeking Skills, Workfare, On-the-Job Training, Work Supplementation, skills training/retraining and Job Development.	A1.	Serve the 3 mandated target groups: a. AFDC recipients under the age of 24 and not attending school, b. parents receiving AFDC when the youngest child is 16, c. AFDC recipients that have been unemployed 36 out of the last 60 months.
				A2.	Use 55% of all dollars on these groups as mandated by the law.
		B.	Request positions from State Legislature.	B1.	Request funds for positions needed for expansion.
				B2.	Expand to 82 counties as soon as dollars are appropriated by the Legislature.
II.	Lack of employment opportunities for AFDC recipients in our state.	A.	Coordinate economic development with state and local entities.	A1.	Arrange state and local meetings to coordinate present and new economic development within our state.
		B.	Train/retrain clients for jobs available.	B1.	Offer the appropriate training components in the JOBS Programs.

STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
	C.	Offer to relocate clients to areas where their skills can be utilized.	C1.	Coordinate with programs that relocate workers.
			C2.	Offer relocation assistance through our Agency.
III. Questionable funding level for provision of education and specific Job Development.	A.	Investment in education will not provide immediate results, but will help our clients in the long run.	A1.	Require education combined with a job or training.
	B.	Investment into jobs will provide immediate results, but lack of education may hinder progress of the individual and community development.	B1.	Assess the specific needs of each individual according to the opportunities available in that particular area.
IV. Provision of support services to AFDC clients will be necessary to enable the clients to achieve employment and to enable the Agency to comply with mandates.	A.	Provide assessment, Job Seeking Skills, Workfare, Job Development, child care, transportation in our Agency.	A1.	Provide staff trained to perform these services.
			A2.	Referrals to other agencies for available services.
	B.	Contract education, OJT, Work Supplementation, skills training/retraining with other agencies. Our Agency must maintain administrative control.	B1.	Contract with entities who are equipped to provide these services.
V. Obtaining Public and JTPA review and comments of the JOBS Program Plan is federally mandated.	A.	Obtain public input through regional hearings.	A1.	Complete plan and give JTPA the opportunity to comment within specific timeframe.
VI. The need to continue teaching self-sufficiency to AFDC clients.	A.	Teach clients to become economically independent.	A1.	Continue to teach clients how to get a job, keep a job and budget their income so that they can become independent.

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
VII. Reporting requirements demand excessive time when done manually.	A. Continue to keep a manual count of all statistics and reports needed for federal and state requirements.	A1. None.
	B. There is a Federal mandate to automate the JOBS Program statistics and reports.	B1. Install personal computers.
		B2. Install MAVERICS monitors in JOBS Office.
		B3. Require pertinent data from MAVERICS system through coordination.

FOOD STAMP EMPLOYMENT AND TRAINING

STRATEGIC ISSUES	ALTERNATIVES	ACTIONS
I. Comply with Federal mandate to offer education and training to Food Stamp recipients.	A. Design and implement a program responsive to clients' needs for education and training for self- sufficiency.	A1. Offer adult literacy education to clients who need to complete high school.
		A2. Offer training through JTPA to clients in need of skills training.
		A3. Offer training in how to seek and keep employment.
		A4. Offer Workfare to help clients develop work habits, a work history, and job references.
		A5. Work closely with local agencies and local employers to find employment for clients.
II. Respond to clients in localities where there is a lack of employment opportunities.	A. Allow for diversity in the Program in localities where employment opportunities are minimal.	A1. Offer training to clients willing to relocate.
		A2. Coordinate with local economic developers and State Department of Economic Development.

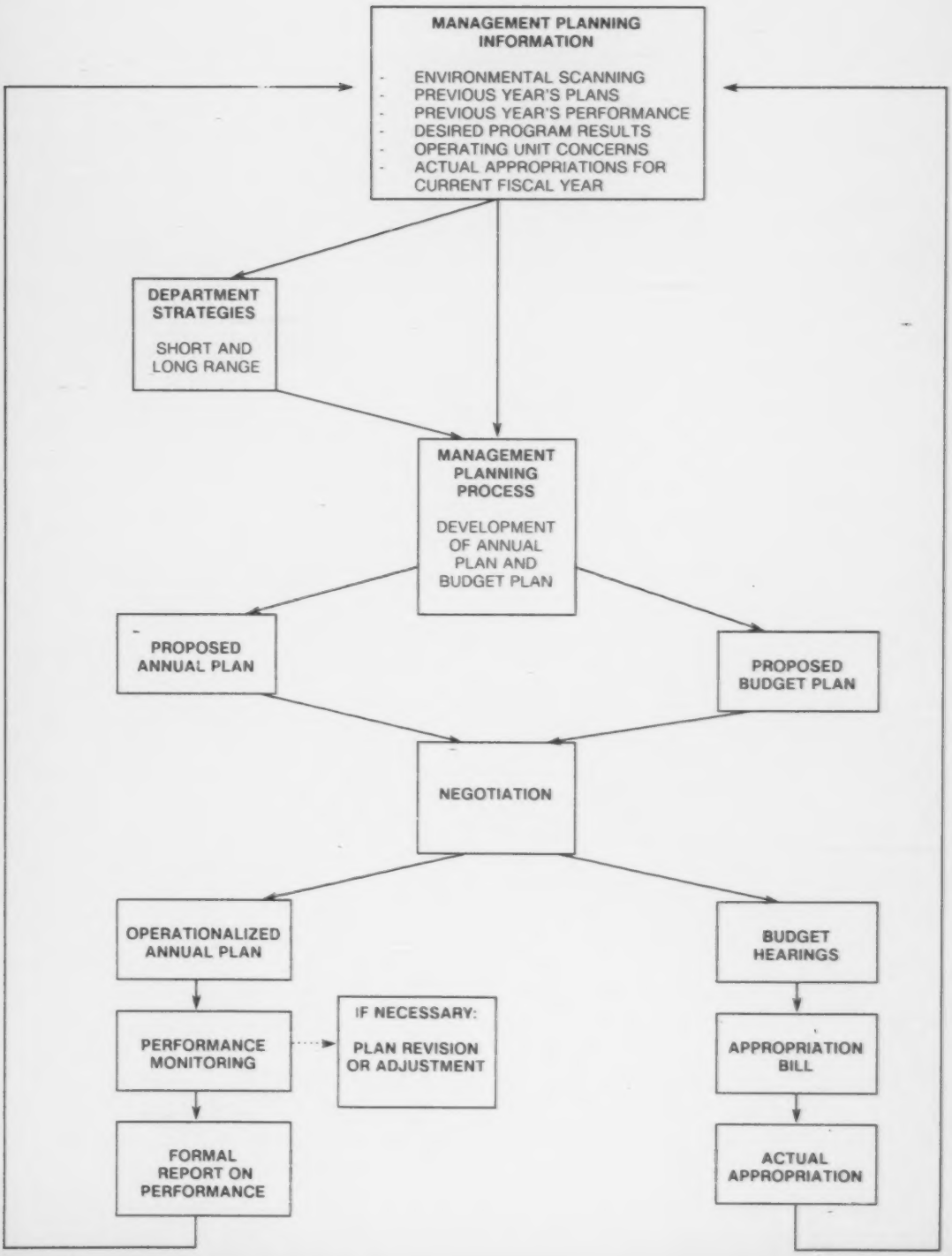
	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
III.	Comply with Federal mandate that the Food Stamp Employment and Training Program serve more clients statewide.	A.	Reallocate FS/E&T social workers to more counties.	A1.	Request reallocation from State Personnel Board.
				A2.	Expand FS/E&T operations to 15 new counties.
		B.	Operate Satellite Offices.	B1.	Operate at least one satellite office from each permanent office.
IV.	Eliminate lack of communication between agencies and duplication of services.	A.	Work with other agencies in an informal manner.	A1.	Set up referral system between MESC, JTPA and Food Stamp Program.
		B.	Offer joint services where possible.	B1.	Offer Job Skills Training jointly.
V.	Lessen time spent on reporting requirements presently done manually.	A.	Automate FS/E&T Program statistics and reports.	A1.	Install personal computers with modems.
				A2.	Install MAVERICS monitors in FS/E&T offices.
				A3.	Require pertinent data from MAVERICS system.

VOLUNTEER (VIP) PROGRAM

	STRATEGIC ISSUES		ALTERNATIVES		ACTIONS
I.	Agency staff lacks response/acceptance of volunteers.	A.	Identify offices that have inadequate or no volunteer program.	A1.	Use area staff meetings for training on effective methods of acceptance.
				A2.	Define role and duties of volunteer to staff and to volunteer at onset of participation.
				A3.	Mandate Volunteer Program.
II.	Barriers that limit participation by volunteers.	A.	Establish broad base recruitment where there is a need.	A1.	Assist in identification of barriers.
				A2.	Establish method to get message to more people.
				A3.	Seek community involvement.

STRATEGIC ISSUES		ALTERNATIVES	ACTIONS	
III.	Inadequate volunteer supervision.	A. Explore supervisory potential at various levels within the agency, i.e., Director delegating supervision of volunteers to another staff member.	A1.	Meet with County Directors to encourage them to establish adequate supervision of volunteers.
			A2.	Assist county staff in identifying job needs versus ability of volunteers.
IV.	Lack of adequate resources/ rewards/ awards for volunteers.	A. Establish ways to reward volunteers.	A1.	Continue annual recognition program.
			A2.	Assist counties that have not established a method of recognition.

DEPARTMENT OF PUBLIC WELFARE
MANAGEMENT PLANNING PROCESS



AGENCY PROGRAMS AND SUPPORT SERVICES

FISCAL YEAR 1988

ECONOMIC ASSISTANCE

ASSISTANCE PAYMENTS

AID TO FAMILIES WITH DEPENDENT CHILDREN PROGRAM

- Provides cash benefits to children who are deprived of one or both parents. Individuals who receive AFDC are automatically eligible for Medicaid benefits.

- Average monthly money payment caseload (FY 1988):

Families	59,390
Children	127,631
Adults	51,040
Total Recipients	178,671

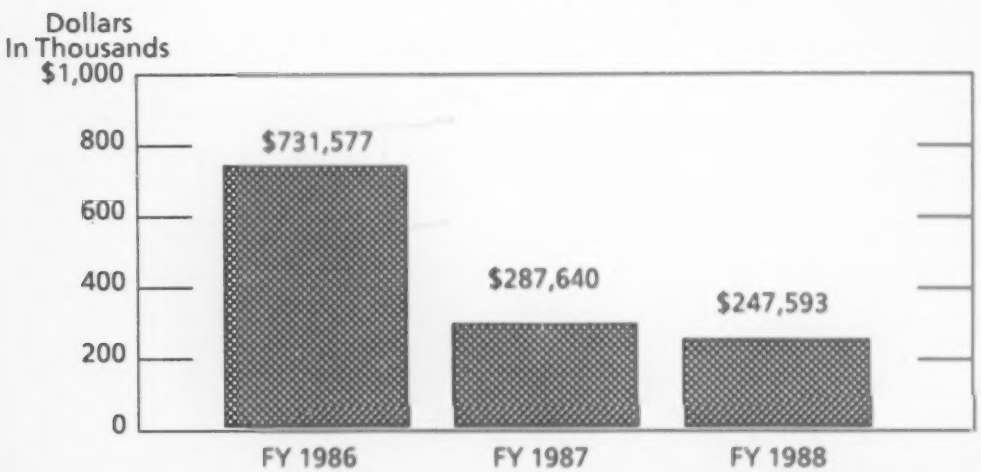
- Average monthly payment (FY 1988):

Per family	$113.92
Per recipient	$ 37.87

- Total monthly payments:

Average for FY 1988:	$ 6,765,350

AFDC OVERPAYMENT COLLECTIONS



AID TO FAMILIES WITH DEPENDENT CHILDREN PROGRAM (Continued)

- Program accomplishments during Fiscal Year 1988 included:
  - Implemented Alternate Redetermination Method to eliminate some reviews on non-error prone cases and increase reviews on new applications.
  - Standardized earned income disregard for stepparents.
  - Implemented the IV-A Supplement Payment process to replace Child Support's direct distribution of collected support for AFDC families.

MEDICAL ASSISTANCE PROGRAM

- Establishes eligibility for Medicaid benefits, but no money payment, to children under age 18 and pregnant women who meet AFDC financial standards.
  - Total persons eligible as of June 30, 1988: 16,913

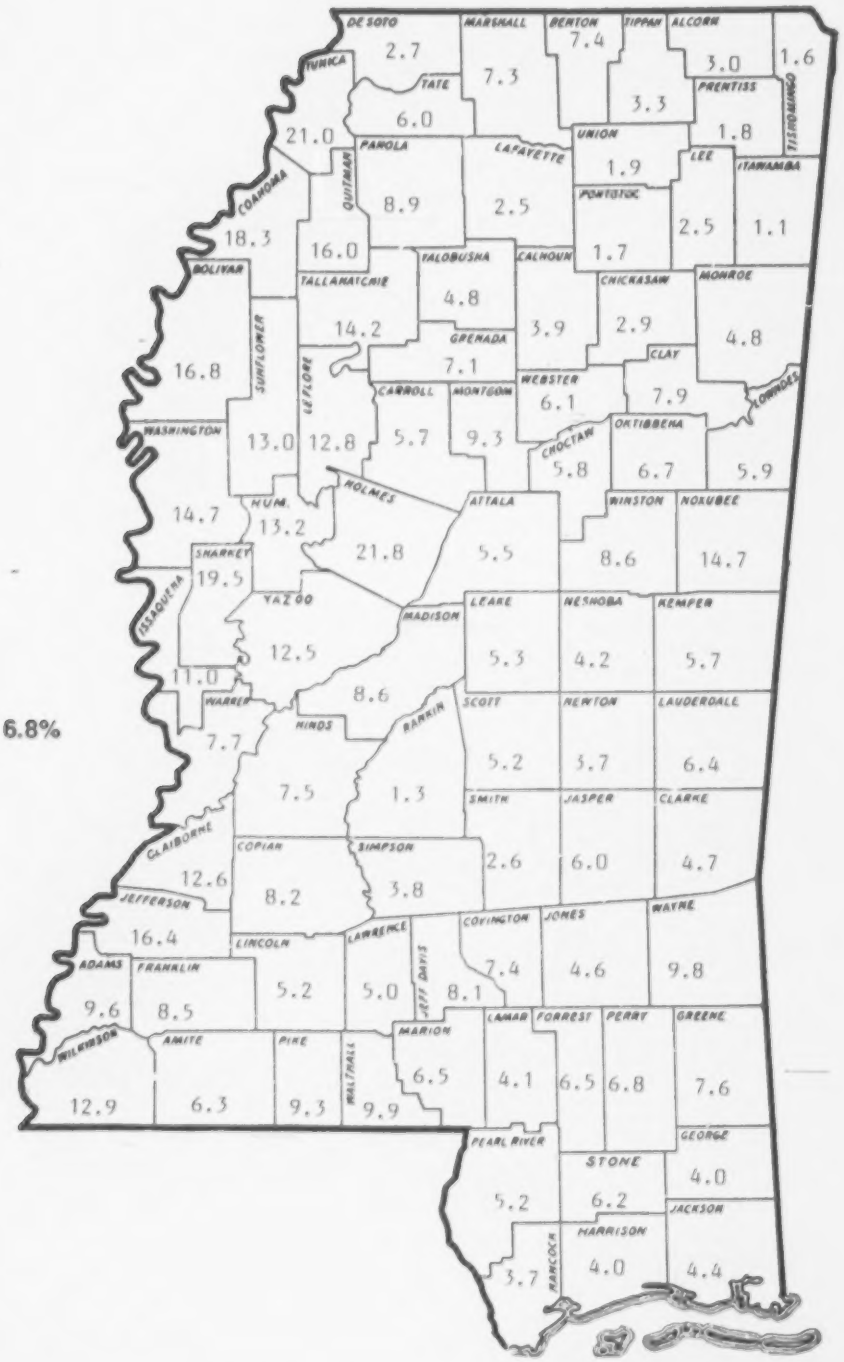
EXPANDED MEDICAID PROGRAM

- Establishes eligibility for Medicaid benefits, but no money payment, to children born on or after October 1, 1986, up to age 5 and pregnant women with income up to the poverty level.
  - Implemented October 1, 1987.
  - Total persons eligible as of June 30, 1988: 3,160

INDIVIDUAL AND FAMILY GRANT (IFG) PROGRAM

- Provides funds to disaster victims to enable them to meet necessary expenses or serious needs for which assistance from other sources is either unavailable or inadequate.
- No Presidentially declared disaster in Mississippi in Fiscal Year 1987.

PERCENTAGE OF MISSISSIPPI POPULATION RECEIVING AFDC IN JUNE 1988



STATE: 6.8%

Percent of U.S. Population Receiving AFDC During January 1988

United States: 4.4%

Average Amount of Payment Per AFDC Recipient in U.S. During January 1988

United States: $127.44

SOURCE: U.S. Department of Health and Human Services, "Monthly Benefit Statistics."

FOOD ASSISTANCE

FOOD STAMP PROGRAM

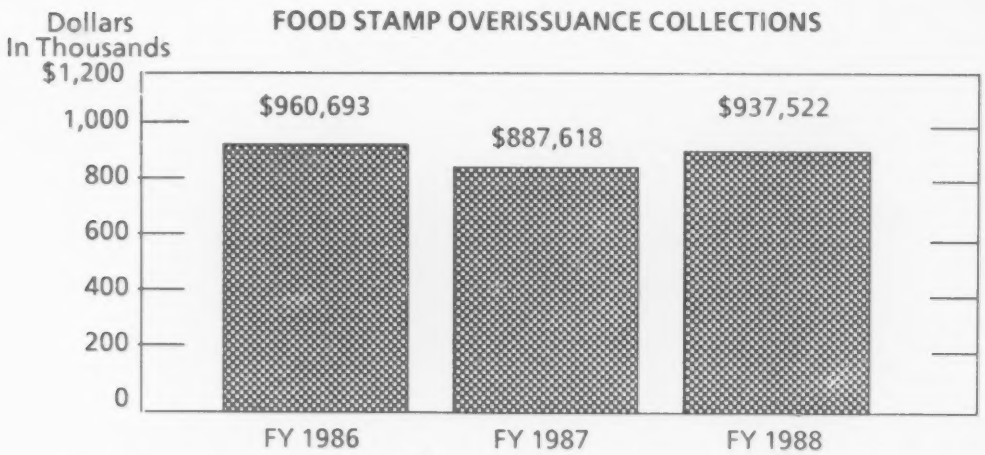
o Provides USDA food coupons to households that fall within federal economic guidelines.

- Value of food coupons issued in FY 1988: $298,700,065
- Average number receiving Food Stamps:

Households	167,179
Persons	496,447

- Average monthly value of Food Stamps:

Per household	$148.89
Per person	$ 50.14

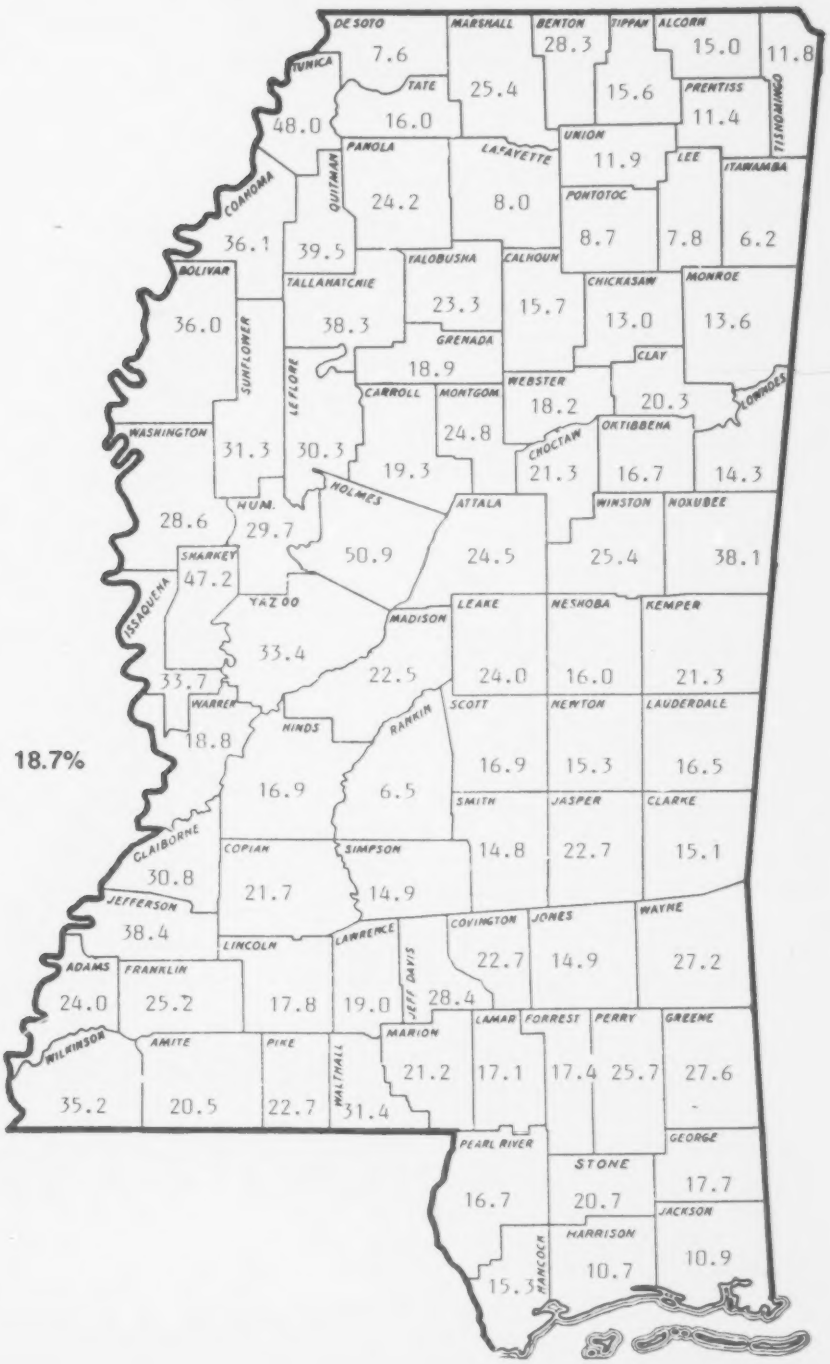


FOOD DISTRIBUTION PROGRAM

o Distributes to eligible households surplus food items made available by the United States Department of Agriculture, Food and Nutrition Service.

- Value of surplus food items distributed during Fiscal Year 1988: $10,236,958
- Number of households receiving surplus food items: 975,274
- Number of pounds of surplus food distributed: 12,289,542

PERCENTAGE OF MISSISSIPPI POPULATION RECEIVING FOOD STAMPS IN JUNE 1988



STATE: 18.7%

Percent of U.S. Population Participating in Food Stamp Program During July 1987

United States: 7.7%

Average Monthly Value of Food Stamps Received Per Person in U.S. During July 1987

United States: $44.99

SOURCE: U.S. Department of Agriculture, "Statistical Summary of Operations."

CHILD SUPPORT

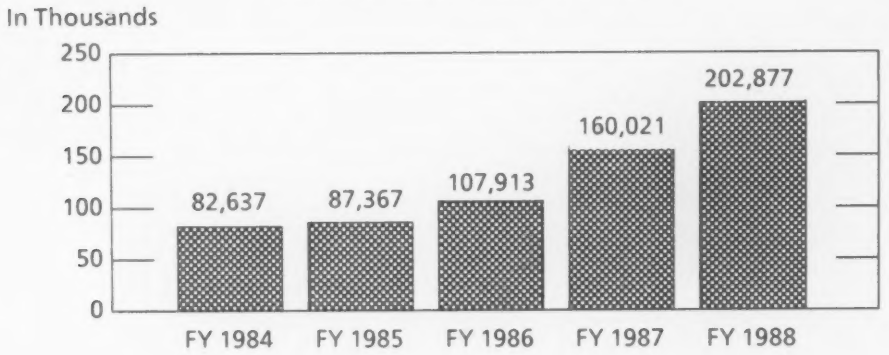
- Program goals:
  - To ensure that children are supported by their parents.
  - To encourage family responsibility.
  - To reduce the cost of welfare to taxpayers.

- Services provided:
  - Collects and distributes support payments.
  - Locates absent parents.
  - Establishes paternity when necessary.
  - Establishes support obligations.
  - Enforces support obligations.
  - Cooperates in interstate enforcement.
- Program accomplishments during Fiscal Year 1988:
  - $18,338,216 child support collected.
  - 20,717 absent parents located.
  - 2,343 paternity cases established.
  - 1,631 support obligations established.
  - 5,006 interstate cases received (approximate)
  - Trained Fiscal Control Officers, Accounting Clerks, Attorneys, and County and Area Directors.
  - Implemented Public Law 94-88, Section 402 (a) (28), which changed Child Support distribution policy for AFDC families, resulting in increased recovery of State and Federal funds spent in the AFDC program.
  - Participated in the development of Child Support Personal Computer System now operating in several counties. Statewide implementation will begin in State Fiscal Year 1989.
  - Developed training material to be used in training new Child Support Enforcement Officers and trained Child Support Investigators and area staff in use of the material.
  - Began working with school systems to distribute "Looking Beyond Teenage Pregnancy," a publication directed primarily to teenage boys regarding the impact of fathering a child.
  - Attended quarterly meetings of Chancery Judges to exchange information and work toward more standardized methods of processing child support cases through the courts.

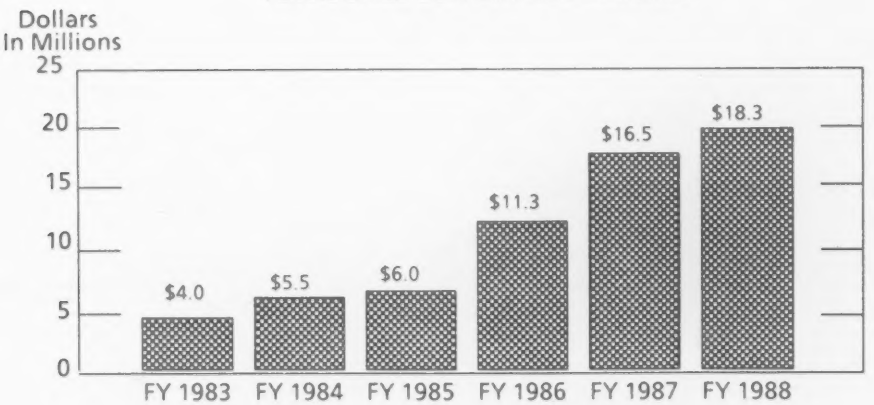
COST EFFECTIVENESS OF THE CHILD SUPPORT PROGRAM

For every one dollar spent for administration during Fiscal Year 1988, $3.21 was returned to the family or to the state for recovery of assistance payments (AFDC).

TOTAL CHILD SUPPORT CASELOAD



TOTAL CHILD SUPPORT COLLECTIONS



AFDC ONLY CHILD SUPPORT CASES
January - December 1987

AFDC CHILD SUPPORT CASES		AFDC CHILD SUPPORT COLLECTED
Reported	39,930	$7,836,376
Investigated	18,138	
Continued	0	
Prosecuted Civilly	2,974	

QUALITY ASSURANCE

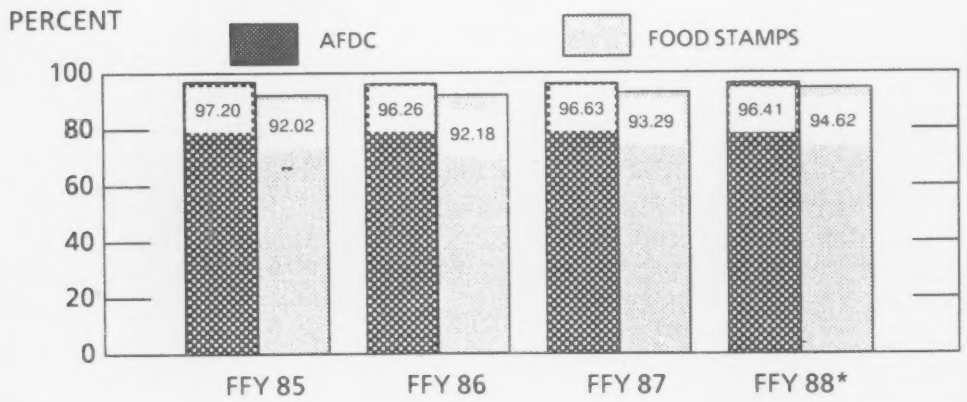
QUALITY CONTROL

- Evaluates statistically reliable, statewide samples of active AFDC and Food Stamp cases to ascertain the State's payment accuracy in the two programs.
- Evaluates case records of denied or terminated cases to determine the validity of state actions.
- Provides clear and accurate presentations of State Quality Control findings for the processes of program analysis and corrective action evaluation.

QUALITY CONTROL ACTIVE AND NEGATIVE SAMPLE SIZE FOR FFY 1988

Type Sample	Total	Active	Negative
Total	3 630	2 578	1 052
AFDC-Medicaid	1 478	1 226	252
Food Stamps	2 152	1 352	800

AFDC AND FOOD STAMP PAYMENT ACCURACY RATES



* For Federal Fiscal Year 1988, accuracy rates are for 84% completed samples.

MANAGEMENT EVALUATION

- Performs management reviews of the county operation of the Food Stamp Program.
- Performs targeted reviews in specific problem areas of the Food Stamp Program.
- Provides compilation of the findings of Management Evaluation (ME) reviews for program analysis and assessing needed corrective action.

SOCIAL SERVICES

The Bureau of Family and Children's Services administers the agency's social services delivery program, which is mandated by law and provided directly through agency personnel and contracts for support services.

CHILD PROTECTIVE SERVICES

- Investigates allegations of child abuse and neglect.
- Assesses risk factors contributing to child abuse and neglect.
- Develops service plans for the victims of child abuse and their families.
- Implements service plans until the threat of harm is removed.
- During Fiscal Year 1988:
  - Provided child abuse prevention services to families and their new babies through the use of volunteers.
  - Operated a public awareness / education program for child abuse / neglect.
  - Provided specialized training in child sexual abuse.
  - Provided treatment for sexually abused children and their families.
  - Implemented a foster parent recruitment and training program for placement of abused / neglected children.
  - Implemented the use of Multi-Disciplinary Teams to review cases of abuse / neglect in more than 25 counties.
  - Provided training for agency staff and foster parents in order to improve services to abused / neglected adolescents.
  - Provided training in investigating child abuse to approximately 370 social workers, Area Social Worker Supervisors and Social Services Area Directors by the Mississippi Law Enforcement Training Academy, as mandated by House Bill 1369 (1986).
  - Implemented a standardized intake / investigation / review form for abuse / neglect reports.
  - Implemented a risk assessment matrix to evaluate extent of danger to children after investigating a report of abuse / neglect.
  - Assisted in developing a videotaped inservice training program regarding child abuse for personnel in the education field throughout the state.
  - Conducted joint training workshops with Health Department to better understand each department.

REPORTS OF CHILD ABUSE / NEGLECT

	Substantiated						
	Abuse	Neglect	Abuse / Neglect	Sexual	Total	Unsub-stantiated	Grand Total
FY 87	1,513	2,517	272	1,171	5,473	5,061	10,534
FY 88	1,623	2,871	375	1,498	6,367	6,117	12,484
Percent Change	7%	14%	38%	28%	16%	21%	19%

ADULT PROTECTIVE SERVICES

- Investigates allegations of abuse, neglect, and exploitation of vulnerable adults.
- Provides sevices to prevent or remedy abuse,neglect, or exploitation of physically or mentally impaired adults and the elderly.
- Accomplishents during Fiscal Year 1988:
  - Provided training for twenty-five Mississippi Council on Aging case managers, regarding the Mississippi Vulnerable Adults Act and the Mississippi Department of Public Welfare's adult protection policy.
  - Participated, in conjunction with other state agencies, in the Mississippi Council on Aging's Project, "An Interdisciplinary Team Approach to Service Coordination for the Elderly."
  - Co-sponsored the Annual Mississippi Joint Conference on Aging.
  - Sponsored a workshop for the Annual Mississippi Joint Conference on Aging regarding the use of Guardianship / Conservatorships.
  - Compiled and disbursed an Adult Protection Services Resource Directory for DPW staff.
  - Developed and disbursed posters statewide concerning the prevention and reporting of Elderly Abuse.
  - Sponsored a mini-workshop on Acquired Immuno-Deficiency Syndrome for Family and Children's staff housed in Headquarters.

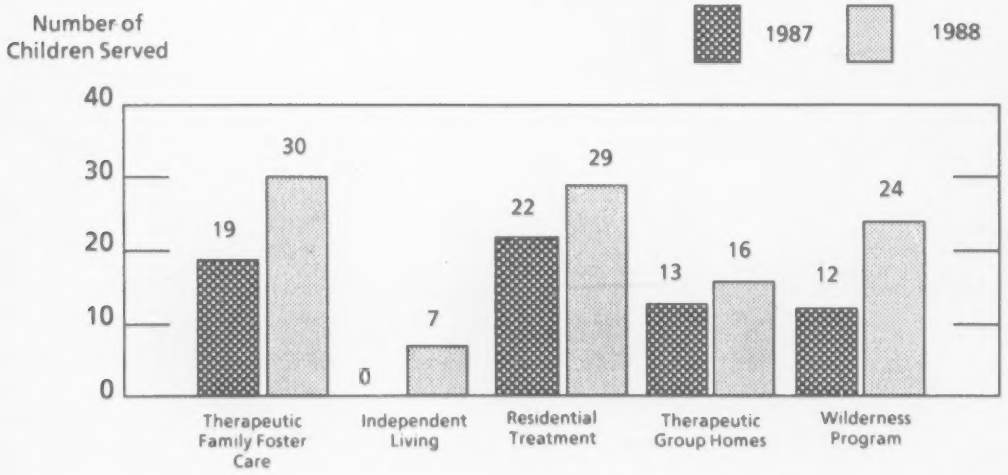
REPORTS OF ADULT ABUSE / NEGLECT / EXPLOITATION

	Substantiated							
	Abuse	Neglect	Abuse / Neglect	Sexual	Unknown	Total	Unsub-stantiated	Grand Total
FY 87	95	218	93	11	4	421	344	765
FY 88	145	305	37	30	7	524	453	977
Percent Change	53%	40%	-60%	173%	75%	24%	32%	28%

FOSTER CARE SERVICES

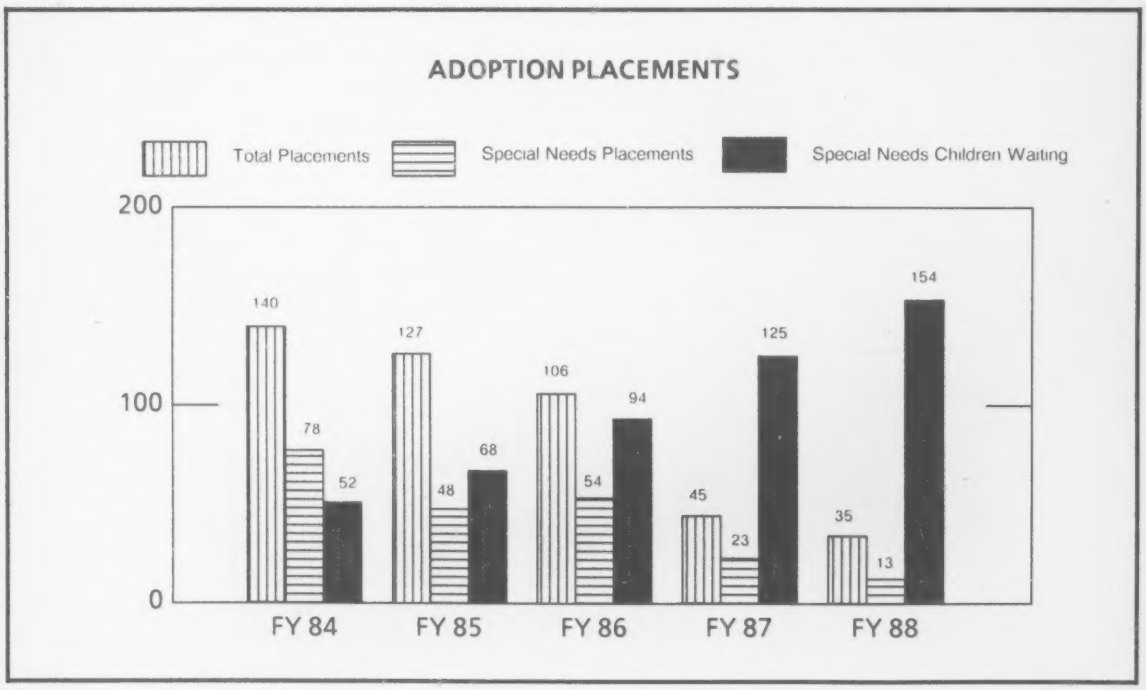
- Provides temporary, out-of-home placement for:
  - Children separated from their families because of serious family problems.
  - Children awaiting adoption.
- DPW pays for the child's maintenance and other expenses.
- DPW Social Workers:
  - Plan for the child's future.
  - Work with natural family to resolve problems.
  - Recruit and license foster homes.
  - Supervise care in the foster home.
  - Coordinate Foster Care Review Boards, which have over 100 volunteers.
- 3,864 children were served in foster care in Fiscal Year 1988.
- Approximately 43% of the children in foster care are 12 years of age or older; this age category is the fastest growing group receiving services.

EXPANSION & DEVELOPMENT OF PLACEMENT SLOTS FOR CHILDREN



ADOPTION SERVICES

- Finds permanent homes for children who cannot return to their birth families.
- Emphasizes placement of "special needs" children:
  - White children ages 12 and above.
  - Black children ages 8 and above.
  - Sibling groups of 3 or more.
  - Children with handicapping conditions.
- Maintains the Mississippi Adoption Resource Exchange and publishes the Adoption Book.
  - Updated quarterly as required by law.
  - 125 children listed as of June 30, 1988.
- Recruits homes for "special needs" children.
  - Features children in newspaper column, "Sunday's Child."
  - Features children on TV program, "Wednesday's Child."
- In Fiscal Year 1988, received $50,000 Federal Grant to streamline the adoption process and increase the number of placements of special needs children.



ADOPTION ASSISTANCE

- Provides financial assistance to families adopting "special needs" children.
- Provides Medicaid to those children eligible for IV-E Adoption Assistance and to those eligible for IV-B Adoption Assistance. IV-B children must have a medical or rehabilitative condition to qualify.
- 424 total children receiving Adoption Assistance as of June 30, 1988:
  - 302 receiving Federal Adoption Assistance (IV-E)
  - 122 receiving State Adoption Assistance (IV-B)

CERTIFICATION AND LICENSING

CERTIFICATION

- For day care center and family day care homes receiving federal funding:
  - Issues a certificate of approval, or
  - Issues a permit to waive the certification requirements.

LICENSING

- Develops standards for licensing to residential child caring facilities and child placing agencies.
- Issues licenses to residential child caring facilities and child placing agencies which meet standards.

DAY CARE - CHILD

- Helps strengthen family units, reduces dependency on public assistance, aids in the prevention of child abuse / neglect, and enhances the quality of life to all participants.

- Provides support to children in need of protective services. Other vital program areas supported through day care services are Aid to Families with Dependent Children; Work Incentive program recipients; single parents who are working, in school or in training; and two-parent working families who fall within the fee scale guidelines.

- During Fiscal Yar 1988:

  - Maintained 36 Family Day Care Homes, serving 167 children.
  - Maintained 47 Center Based (slot purchase) programs, serving 1,548 children.
  - Maintained 8 contracted centers, serving 787 children.
  - Served 44 counties.
  - Served a total of 3,225 children.

EMERGENCY SHELTER - CHILD

- Provides short-term residential care to children up to age 18 who are at risk because of neglect, abuse, abandonment or exploitation. The service is limited to a 30-day period per child within any six-month period.

- The operating shelters in Mississippi are licensed to serve a total of 99 children:

- 9 total emergency shelters in Mississippi:

  - 6 operating as Social Service Block Grant contractors
  - 3 operating as DPW in-house programs

EMERGENCY SHELTER - ADULT

- Provides temporary emergency residential care for the following who are unable to protect their own interests and are in need of temporary shelter because of neglect, abuse, or exploitation:

  - Adults
  - Battered spouses
  - Children under 18 in the household of the abused or battered spouse

- This purchased service is limited to 30 days within any six-month period.

- Maximum capacity at any given time for the two contracted centers in Mississippi: 38

REFUGEE RESETTLEMENT PROGRAM

- Contracts with two nonprofit agencies to provide refugee social services including: English Language Training, Employment Services, and Vocational Training.
- Contracts with one nonprofit agency to provide foster care services for up to 60 Unaccompanied Refugee Minors.
- Provides Refugee Cash and Medical Assistance program to new arrival refugees meeting income criteria.
- Administers Refugee Resettlement Grant.
- Administers Community Stability Grant.

INTERSTATE SERVICES

- Interstate Compact on the Placement of Children (ICPC): provides out-of-state placement and supervision of dependent children with their parents, relatives, foster parents, adoptive parents, group homes, residential treatment facilities, and institutions. Reciprocal services are provided by all states.
  - Number of ICPC Placements (FY 1988):

Into the State	268
Out of the State	166

- Interstate Compact on Juveniles: provides out-of-state placement and supervision of adjudicated delinquents with their parents or relatives.
  - Number of Juvenile Compact Placements (FY 1988):

Into the State	94
Out of the State	48

- Provides services for runaway youths who cross state lines and whose parents, guardians, or custodians have no means to finance their return.
  - Number of Runaways Handled (FY 1988):

From other States	93
From Mississippi	47

HOTLINE FOR ADULTS AND CHILDREN

- A toll-free number available statewide for anyone to call 24 hours a day, 7 days a week, to report abuse to adults and children.
- During Fiscal Year 1988, received approximately 4,716 calls on the Hotline. The calls included requests for information, resource referrals, and abuse and neglect reports.

CLIENT CAREER DEVELOPMENT

WORK INCENTIVE PROGRAM (WIN)

- Jointly administered by the Mississippi Employment Security Commission and the State Department of Public Welfare.

- Assists AFDC recipients in entering jobs, which leads to economic self-sufficiency and independence by providing the following services:

  - Day care services
  - Supportive service counseling
  - Family Planning
  - Transportation to services
  - Medical exams
  - Medical/remedial services
  - Home/financial management
  - Emergency intervention in crisis
  - Job counseling
  - Job Search
  - Work experience
  - Job placements
  - Referral to Vocational Rehabilitation
  - Referral to Housing

- Currently operational in six counties:

Forrest	Hinds	Leflore
Harrison	Lauderdale	Lowndes

- During Fiscal Year 1988:

  - Saved $534,537 in annualized welfare savings.
  - Assisted 781 WIN registrants in finding jobs.
  - Of the registrants who found jobs, 284 went off AFDC and 401 had their AFDC checks reduced.

FOOD STAMP EMPLOYMENT AND TRAINING PROGRAM

- Administered by the Mississippi Department of Public Welfare and mandated by Federal Law.
- Assists Food Stamp recipients in entering jobs or in getting the training and education needed to obtain a job. Services provided are:
  - Assessment of work history and educational background
  - Training through Workfare
  - Referrals to Job Training Partnership Act Training
  - Referrals to GED Education
  - $25 reimbursement for expenses
  - Job Development
- As of June 30, 1988, operational in sixteen counties:

Adams	Grenada	Lee	Montgomery
Coahoma	Harrison (2 sites)	Leflore	Pike
DeSoto	Hinds (2 sites)	Lowndes	Warren
Forrest	Lauderdale	Monroe	Washington

- During Fiscal Year 1988:
  - Assisted 693 Food Stamp recipients in finding jobs through Workfare and Job Search Training.
  - Referred 1,184 to GED Literacy Education.
  - Referred 683 to training through the Job Training Partnership Act.
  - Saved $621,899 in Food Stamp Coupons.

VOLUNTEER PROGRAM

- Plays a vital role in the delivery of agency services.
- Assists agency staff in:
  - Spending quality time with recipients.
  - Making communities aware of the agency's services and needs, and assisting the truly needy recipients with transportation, emergency food orders, counseling and gathering resource / income verification.
  - Tutoring children and providing transportation for foster children and Medicaid recipients.
  - Answering telephones, filing, taking applications, assisting social workers in carrying out their case plans and assisting in every aspect of the Food Distribution Program.
- In Fiscal Year 1988, a monthly average of 733 volunteers donated an average of 15,087 hours monthly.

SUPPORT SERVICES

LEGAL SERVICES

- Coordinates and handles litigation, contract reviews, administrative hearings, chancery proceedings to terminate parental rights, child custody matters arising from foster care, Federal EEOC cases, and adult protective services. During FY 1988:

  - Federal Court Cases:
    1 case tried to conclusion in agency's favor.
    4 cases pending trial.
    1 case on appeal to the Fifth Circuit.
    1 case settled out of Court.

  - 32 Equal Employment Opportunity Commission (EEOC) cases filed:
    16 cases resulted in agency favor.
    1 against the agency.
    14 cases pending final decision.
    1 case resulted in filing in Federal District Court.

  - 15 cases handled before Employee Appeals Board:
    6 cases resulted in agency favor.
    6 cases pending.
    3 cases resulted in employee favor.

  - 19 adult protective service cases litigated, and legal advice rendered in 73 cases.
  - 58 Termination of Parental Rights (TPR) cases handled, involving 95 children, 93 of whom were freed for adoption.
  - 1 TPR case appealed to the Mississippi Supreme Court.
  - 20 foster care cases litigated.
  - 1 special needs adoption case handled.
  - 370 contracts or contract amendments proposed or reviewed for: Developmentally Disabled Children, Interagency Agreements, State Office and County Office Contract, Bond Cancellations, Personnel Services, Leases, and Official Notices relating to Leases or Contracts.
  - 206 AFDC cases investigated.
  - 96 Food Stamp cases investigated, with 67 convictions for Food Stamp fraud by clients.
  - Worked the largest fraud case in Mississippi history regarding a three-state ring, involving over $150,000, and resulting in several convictions.

- Conducts State Fair Hearings for applicants and/or recipients of assistance and services, who are dissatisfied with the action or lack of action taken by the county welfare department.

  - Total Disposed of in FY 1988: 552

AFDC	73
Services	6
Food Stamps	464
Medical Assistance	9

- Conducts Administrative Disqualification Hearings if Food Stamp recipients are suspected of intentional program violations.

  - Disposed of in FY 1988: 1,963

INTERNAL AUDIT

- Ensures satisfactory internal controls; security of assets and computerized data; and overall integrity of programs, activities, and personnel.
- During Fiscal Year 1988:
  - Reviewed the agency's internal controls as mandated by American Institute of Certified Public Accountants (AICPA) Standards and State Laws.
  - Obtained several personal computers which have permitted formatting certain audit reports; thus, reducing overall audit processing time.
  - Planned and developed a draft Electronic Data Processing (EDP) audit program.
  - Developed and implemented a revised Social Service audit package.
  - Reallocated audit resources to achieve increased reporting in certain audit programs.

ACCOUNTING AND FINANCE

- Provides financial data and technical assistance to the Commissioner, divisions and departments within the agency.
- Maintains fiscal period costs by such areas as salaries, commodities, travel, equipment, and contractual service by different funding sources (federal, state, local, and other).
- Accumulates and summarizes information on programs.
- Maintains equipment and building depreciation schedules for state, regional, and local welfare departments.
- Responsible for fiscal accounting of all social service contracts with the agency.
- Prepares the agency's financial statements (monthly, quarterly, and annual).
- Prepares the agency's GAAP (General Accepted Accounting Principles) report.
- Establishes claims for improperly received benefits in the Food Stamp, Aid to Families with Dependent Children, and Medical Assistance programs.
  - AFDC Medical Assistance Claims Established during FY 1988: 2,608
  - Value of AFDC Claims Established during FY 1988: $379,509
  - Food Stamp Claims Established during FY 1988: 2,688 (52% involved suspected fraud)
  - Value of Food Stamp Claims Established during FY 1988: $855,587 (70% involved suspected fraud)

OFFICE SERVICES

- Provides support services such as printing, mail distribution, information processing, purchasing and property management to all departments in the agency.
- During Fiscal Year 1988:
  - 38,209,179 impressions printed.
  - 35,000 average monthly Food Stamp reporting forms processed and mailed.
  - 60,701 AFDC checks and 23,286 AFDC reporting forms processed and mailed (monthly average).
  - 76,909 records microfilmed by Central Records.
  - 2,423,698 lines typed in Information Processing.
  - 359,103 pounds of supplies and forms shipped to counties.

BUDGETS

- Develops and presents the agency's annual budget request.
- Analyzes expenditures against the budget monthly.
- Prepares quarterly federal expenditure estimates.
- Monitors grant awards to insure that the agency receives all funds to which entitled.
- Prepares various reports relating to cost and revenue estimates.
- Draws cash from federal sources and manages cash flow.
- Allocates costs to the agency's various programs and grants.
- Reconciles the agency's bank accounts.
- Reconciles the agency's accounting records with the Department of Financial Control.
- Maintains the allocation and reporting structure of the agency's accounting system.

MANAGEMENT INFORMATION SYSTEMS

In the past fiscal year the former Data Services Department has been reorganized into three separate departments to provide more efficient and effective service to the agency. The functional divisions are listed below, along with activities and accomplishments for the fiscal year ending June 30, 1988.

DEVELOPMENT

- Provides technical support to all program systems under development, including:
  - Completing changes necessary for the Family Support Administration (FSA) Certification Review of the AFDC portion of MAVERICS.
  - Making changes necessary for the Food and Nutrition Service (FNS) Post-Implementation Review of MAVERICS.
  - Making enhancements to MAVERICS which do not impact federal certification, but are required to tailor the system to meet the needs of the agency and its workers, and to provide more efficient operation.

PROJECT MANAGEMENT

- Provides project management and direct supervision and direction for all projects under development and those to be developed including:

Maverics

- Installing mainframe computer equipment.
- Implementing the last counties in July, 1988.
- Coordinating with FSA for the Certification Review.
- Coordinating with FNS for the Post-Implementation Review.
- Coordinating with management and users in the prioritization of enhancements.

Child Support

- Developing and submitting an Advance Planning Document (APD) to conduct a Feasibility Study for determining the best system solution for providing computer support to the Child Support Program.
- Obtaining enhanced federal funding to prepare a Request for Proposals (RFP) for obtaining the assistance of an experienced consulting firm to assist in the Feasibility Study.

PRODUCTION SUPPORT

- Provides operational support for all systems, and maintenance of all existing systems except MAVERICS. This includes:
  - Providing 24 hour - 7 day per week operational support.
  - Providing agency computer and documentation library functions.
  - Providing maintenance for all existing systems except MAVERICS.
  - Providing studies of other existing State Welfare Department Accounting Systems to determine feasibility of transfer to this State.

Jointly the three functional areas are designing, testing, modifying, and implementing standards, procedures, and controls to provide the agency with accurate and timely solutions to its Information Systems needs.

HUMAN RESOURCES

PERSONNEL

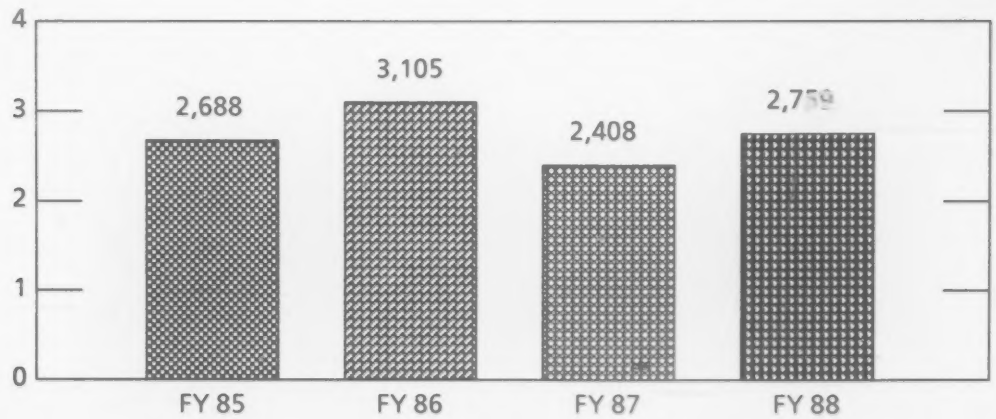
- Provides staffing and personnel policies and procedures, administers insurance program and performance appraisal system, verifies employment and employee records, and supervises contractual services and parking regulations.

- During Fiscal Year 1988:

  - 3,754 personnel transactions processed.
  - 29 promotional opportunities issued.
  - 483 personnel "hire" transactions processed.
  - 2,957 Performance Evaluations processed.
  - 60 contracts administered.
  - Verified the Personnel Data Sheets of all employees.
  - Continued the Employee Safety Awareness Program, resulting in $20,000 in savings in Worker's Compensation Premiums.

In Thousands

NUMBER OF FUNDED POSITIONS



TRAINING

- Develops training material and provides training sessions for agency staff.

- During Fiscal Year 1988:

  - Training staff were assigned to conduct MAVERICS training.
  - Social Services Training Coordinators and Instructors were assigned as Acting Area Social Work Supervisors to help the agency become functional under House Bill 1369.
  - Provided training for Fiscal Control Officers, Accounting Clerks and staff designated to perform IV-D fiscal duties.
  - Provided law enforcement training for 317 Social Services employees.
  - Provided ongoing training to counties and Social Services Supervisors on the Performance Appraisal System.
  - Provided ongoing training on the processing of all personnel transactions.
  - Provided new job orientation for headquarters staff.

PLANNING

- Produces the Agency Fiscal Year Annual Report.
- Administers Agency Planning Process.
- Compiles and completes the Agency Five-Year Plan.
- Generates 152 statistical reports yearly.
- Processes approximately 3,350 forms monthly for reporting, for calculating workload standards, and for generating data for cost allocation purposes.
- Provides technical information and support to agency programs.
- Major accomplishments during Fiscal Year 1988 were:
  - Assisted in design and implementation of a statewide Random Moment Sampling System for generic eligibility workers. This system measures worker activity in Economic Assistance programs.
  - Developed and organized agency-wide five-year strategic planning.
  - Developed Media Fact Sheet for monthly reporting of agency services.
  - Conducted survey of Southeastern states to determine methodology used to collect cost allocation information for Social Services workers.
  - Designed forms for new Time Measurement System for Social Services to be used for cost allocation and workload purposes.
  - Published Fiscal Year Annual Report.
  - Designed forms and implemented scanning procedure used in collecting time study information. The agency is the only human services agency currently using an optical scanner to routinely enter and transmit time study data collected from county offices.

    Many of the reports, special analyses and projects are produced with the aid of the Planning Branch's Optical Scanner and three Personal Computers.

APPENDIX -

EXPENDITURES

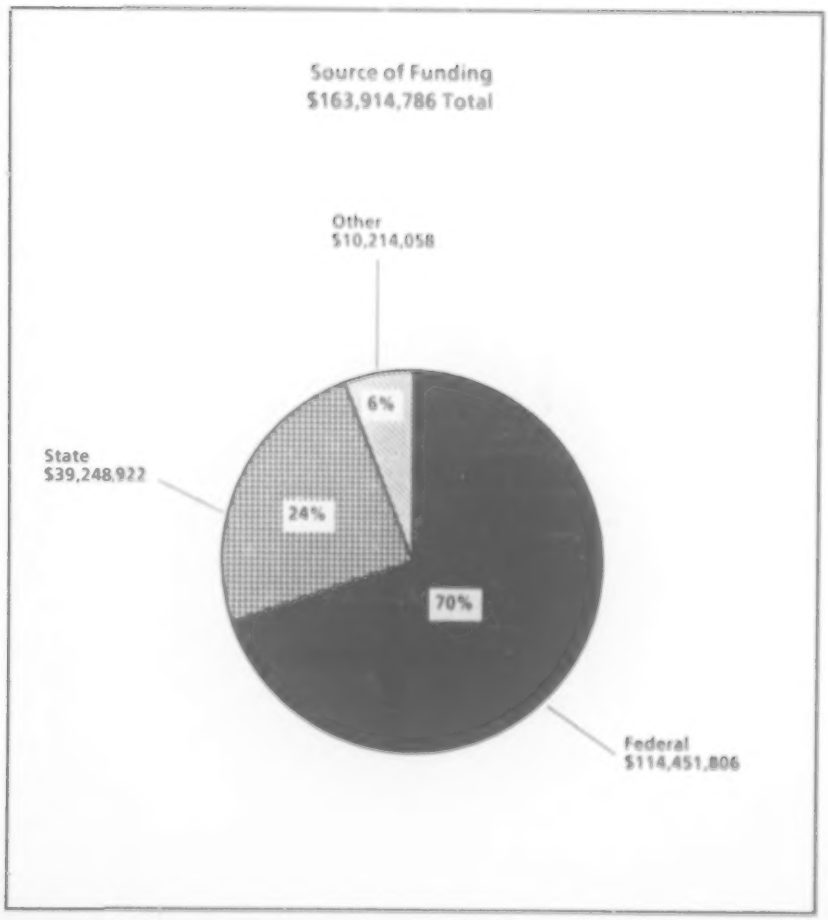
COUNTY DATA

TRAVEL

OTHER

Total Expenditures by Program
July 1, 1987 - June 30, 1988

Major Objectives of Expenditures	Food Distribution	Food Assistance	Assistance Payments	Child Support	Children and Family Services	WIN	Employment & Training	IRS Tax Offset	Total
Salaries, Wages and Fringe Benefits	$94,724	$19,427,325	$6,495,161	$5,334,636	$13,994,290	$295,004	$1,140,096	$ 0	$47,780,258
Travel and Subsistence	8,981	293,924	248,514	101,601	474,921	8,644	25,116	0	1,027,699
Contractual Services	510,994	1,477,891	2,459,247	535,785	4,956,938	42,454	299,546	0	10,092,347
Commodities	13,611	319,923	127,975	14,102	250,474	2,956	21,490	0	865,763
Capital Outlay, Other	0	0	0	0	0	0	0	0	0
Capital Outlay, Equipment	441	364,539	30,147	11,401	123,232	1,115	12,243	0	2,130,744
Subsidies, Loans and Grants	352,439	1,992,118	87,797,487	923,940	4,967,832	1,399	10,223	2,142,496	95,587,968
Prior Year Adjustments	0	0	0	0	0	0	0	0	0
Non Cash Expenditures	0	0	0	0	0	0	0	0	0
TOTAL	$980,844	$24,070,695	$97,830,373	$7,051,463	$28,178,450	$301,308	$1,539,424	$2,142,496	$163,914,786



Individuals Eligible for Assistance Under Aid to Families With Dependent Children, by County

June 1988

County	Eligible for Money Payment and Medicaid Benefits		Eligible Only for Medicaid Benefits	
	Children	Adults	Children	Adults
STATE TOTAL	127 432	51 948	3 429	2 361
Adams	2 499	1 129	43	30
Alcorn	676	304	8	4
Amite	584	260	12	13
Attala	737	289	12	8
Benton	445	182	7	11
Bolivar, E.	3 949	1 467	76	66
Bolivar, W.	1 281	600	24	23
Calhoun	389	185	12	7
Carroll	400	161	13	8
Chickasaw, E.	150	60	14	6
Chickasaw, W.	227	87	9	4
Choctaw	360	152	12	7
Claiborne	1 060	436	2	7
Clarke	563	220	20	15
Clay	1 166	562	40	24
Coahoma	4 570	1 805	56	72
Copiah	1 592	632	55	52
Covington	917	333	57	24
DeSoto	1 250	509	45	21
Forrest	3 105	1 305	138	74
Franklin	511	214	15	12
George	457	192	6	6
Greene	495	225	0	2
Grenada	963	494	22	15
Hancock	805	415	22	11
Harrison	4 672	2 282	136	84
Hinds	13 618	5 597	271	221
Holmes	3 599	1 276	57	45
Humphreys	1 351	426	63	32
Issaquena	174	67	1	4
Itawamba	163	61	8	2
Jackson	3 920	1 679	91	58
Jasper	720	282	12	13
Jefferson	995	414	4	14
Jefferson Davis	865	307	58	28
Jones	2 019	805	37	45
Kemper	454	171	46	21
Lafayette	549	224	24	9
Lamar	785	349	29	16
Lauderdale	3 494	1 396	102	59
Lawrence	448	184	30	18
Leake	681	297	4	11

Individuals Eligible for Assistance Under Aid to Families With Dependent Children, by County

June 1988

County	Eligible for Money Payment and Medicaid Benefits		Eligible Only for Medicaid Benefits	
	Children	Adults	Children	Adults
Lee	1 119	448	82	41
Leflore	3 607	1 391	76	52
Lincoln	1 148	491	23	16
Lowndes	2 536	1 013	68	43
Madison	3 359	1 224	66	40
Marion	1 228	494	6	6
Marshall	1 786	726	78	50
Monroe	1 302	486	98	51
Montgomery	792	371	30	14
Neshoba	755	291	52	31
Newton	533	197	43	17
Noxubee	1 287	574	42	23
Oktibbeha	1 728	716	34	18
Panola	1 923	755	60	38
Pearl River	1 442	638	35	39
Perry	453	229	5	3
Pike	2 416	1 048	40	31
Pontotoc	281	92	7	8
Prentiss	324	122	13	8
Quitman	1 301	477	76	46
Rankin	809	295	37	13
Scott	984	352	36	21
Sharkey	1 027	379	45	36
Simpson	666	271	24	12
Smith	266	129	12	6
Stone	433	219	9	3
Sunflower	3 450	1 272	102	61
Tallahatchie	1 577	711	37	21
Tate	926	378	44	34
Tippah	452	184	14	11
Tishomingo	195	100	15	7
Tunica	1 391	496	40	46
Union	297	133	9	3
Walthall	987	381	16	24
Warren	2 813	1 094	31	22
Washington	7 459	2 894	137	139
Wayne	1 408	566	22	28
Webster	451	179	14	7
Wilkinson	923	390	39	29
Winston	1 190	491	38	20
Yalobusha	450	179	23	16
Yazoo	2 300	1 037	58	25

Aid to Families with Dependent Children: Number of Money Payments, Recipients, Amount of Assistance, Minimum and Maximum Grant, by County

June 1988

County	Number of Recipients Families	Children	Amount of Assistance	Minimum Grant	Maximum Grant
STATE TOTAL	59 706	127 432	$ 6 742 426.00	$ 10	$384
Adams	1 249	2 499	138 470.00	10	240
Alcorn	368	676	39 050.00	10	216
Amite	317	584	32 644.00	18	240
Attala	361	737	39 338.00	13	264
Benton	217	445	23 310.00	10	264
Bolivar, E.	1 810	3 949	204 238.00	12	312
Bolivar, W.	640	1 281	72 335.00	10	288
Calhoun	209	389	22 119.00	10	216
Carroll	214	400	21 948.00	12	240
Chickasaw, E.	74	150	8 002.00	20	216
Chickasaw, W.	117	227	12 188.00	10	240
Choctaw	179	360	18 580.00	13	238
Claiborne	455	1 060	54 590.00	16	288
Clarke	278	563	30 413.00	10	264
Clay	595	1 166	65 676.10	10	360
Coahoma	2 043	4 570	237 262.00	10	312
Copiah	756	1 592	83 670.00	10	240
Covington	406	917	47 709.00	11	336
DeSoto	571	1 250	64 429.00	15	360
Forrest	1 519	3 105	160 443.00	10	264
Franklin	234	511	26 979.00	26	216
George	220	457	24 493.00	11	312
Greene	240	495	27 942.00	36	240
Grenada	510	963	55 822.00	10	220
Hancock	448	805	47 783.50	12	216
Harrison	2 367	4 672	261 124.00	10	312
Hinds	6 365	13 618	722 497.40	10	336
Holmes	1542	3 599	178 490.00	12	336
Humphreys	536	1 351	64 759.00	10	312
Issaquena	83	174	9 262.00	10	240
Itawamba	89	163	8 769.00	22	168
Jackson	1 830	3 920	212 026.00	11	312
Jasper	361	720	38 261.00	10	216
Jefferson	485	995	54 169.00	10	216
Jefferson Davis	380	865	44 086.00	10	264
Jones	967	2 019	109 439.00	10	288
Kemper	210	454	23 562.00	10	240
Lafayette	265	549	29 089.00	17	264
Lamar	409	785	43 928.00	10	240
Lauderdale	1 623	3 494	186 610.00	10	288
Lawrence	214	448	24 128.00	10	264
Leake	327	681	36 812.00	15	264

Aid to Families with Dependent Children: Number of Money Payments, Recipients, Amount of Assistance, Minimum and Maximum Grant, by County June 1988

County	Number of Recipients Families	Children	Amount of Assistance	Minimum Grant	Maximum Grant
Lee	529	1 119	$59 460.00	$ 10	$ 216
Leflore	1 565	3 607	182 487.00	10	312
Lincoln	576	1 148	63 685.00	16	240
Lowndes	1 152	2 536	131 470.00	10	288
Madison	1 398	3 359	167 244.00	10	384
Marion	584	1 228	65 545.00	10	264
Marshall	868	1 786	96 898.00	10	312
Monroe	577	1 302	65 592.00	10	288
Montgomery	401	792	43 558.00	10	216
Neshoba	384	755	41 118.00	10	240
Newton	252	533	27 465.00	12	240
Noxubee	627	1 287	70 749.00	10	288
Oktibbeha	804	1 728	90 818.00	10	312
Panola	853	1 923	97 048.00	18	312
Pearl River	755	1 442	81 244.00	10	240
Perry	234	453	25 894.00	12	240
Pike	1 184	2 416	132 230.00	10	264
Pontotoc	132	281	14 325.00	37	240
Prentiss	162	324	17 611.00	10	216
Quitman	585	1 301	66 338.00	10	264
Rankin	388	809	42 143.00	15	216
Scott	439	984	49 806.00	12	264
Sharkey	451	1 027	52 489.00	10	264
Simpson	324	666	36 288.00	24	240
Smith	143	266	15 640.00	25	240
Stone	222	433	24 768.00	16	336
Sunflower	1 518	3 450	173 750.00	10	360
Tallahatchie	785	1 577	86 249.00	10	288
Tate	455	926	50 613.00	10	312
Tippah	238	452	24 305.00	10	216
Tishomingo	111	195	11 743.00	12	216
Tunica	601	1 391	70 000.00	10	240
Union	148	297	16 277.00	18	216
Walthall	502	987	53 357.00	10	264
Warren	1 218	2 813	143 820.00	10	336
Washington	3 240	7 459	381 591.00	10	336
Wayne	667	1 408	76 236.00	10	264
Webster	217	451	23 499.00	10	216
Wilkinson	486	923	51 735.00	10	216
Winston	569	1 190	64 042.00	10	264
Yalobusha	215	450	23 834.00	10	264
Yazoo	1 064	2 300	123 017.00	10	288

AFDC MONEY PAYMENTS BY COUNTY
July 1, 1987 - June 30, 1988

COUNTY	PAYMENTS	COUNTY	PAYMENTS
State Total	$ 82,487,804		
Adams	1,645,123	Lee	782,649
Alcorn	469,200	Leflore	2,222,929
Amite	421,554	Lincoln	785,968
Attala	461,432	Lowndes	1,597,445
Benton	288,781	Madison	2,099,839
Bolivar, E	2,237,923	Marion	822,054
Bolivar, W	877,144	Marshall	1,214,764
Calhoun	293,900	Monroe	855,175
Carroll	283,634	Montgomery	543,404
Chickasaw, E	113,806	Neshoba	499,479
Chickasaw, W	171,404	Newton	340,821
Choctaw	239,881	Noxubee	911,394
Claiborne	655,012	Oktibbeha	1,117,228
Clarke	385,777	Panola	1,197,082
Clay	853,078	Pearl River	1,025,784
Coahoma	2,869,194	Perry	324,094
Copiah	1,225,882	Pike	1,612,072
Covington	554,141	Pontotoc	174,958
DeSoto	797,787	Prentiss	213,800
Forrest	2,086,130	Quitman	811,507
Franklin	322,018	Rankin	518,121
George	321,183	Scott	599,737
Greene	333,096	Sharkey	642,048
Grenada	683,033	Simpson	440,922
Hancock	614,208	Smith	195,190
Harrison	3,145,662	Stone	292,458
Hinds	8,765,919	Sunflower	2,019,201
Holmes	2,139,186	Tallahatchie	1,061,821
Humphreys	830,407	Tate	633,974
Issaquena	109,707	Tippah	290,069
Itawamba	117,049	Tishomingo	-154,059
Jackson	2,609,812	Tunica	872,191
Jasper	489,559	Union	204,843
Jefferson	627,830	Walthall	638,876
Jefferson Davis	551,205	Warren	1,754,286
Jones	1,283,677	Washington	4,536,954
Kemper	304,679	Wayne	918,874
Lafayette	372,625	Webster	294,059
Lamar	507,231	Wilkinson	609,833
Lauderdale	2,251,935	Winston	788,673
Lawrence	306,766	Yalobusha	316,719
Leake	448,574	Yazoo	1,486,306

Food Stamp Participation
June 1988

	Households	Persons	Coupon Value
State Total	167 352	490 648	$ 24 775 784
Adams	3 302	9 006	484 433
Alcorn	2 133	4 897	240 848
Amite	832	2 764	125 760
Attala	1 630	4 598	209 763
Benton	776	2 409	114 783
Bolivar, E.	3 559	11 778	564 569
Bolivar, W.	1 083	3 878	184 067
Calhoun	962	2 320	101 149
Carroll	723	1 890	80 634
Chickasaw, E.	361	943	41 008
Chickasaw, W.	567	1 432	59 892
Choctaw	709	1 896	85 143
Claiborne	1 133	3 665	192 684
Clarke	972	2 525	111 852
Clay	1 531	4 415	216 450
Coahoma	3 800	12 558	643 563
Copiah	2 013	5 863	292 515
Covington	1 209	3 814	174 503
DeSoto	1 615	4 962	242 185
Forrest	4 406	11 702	643 423
Franklin	780	2 144	103 293
George	1 089	2 879	149 265
Greene	912	2 618	131 532
Grenada	1 374	3 860	190 040
Hancock	1 818	4 998	281 791
Harrison	6 382	18 593	1 081 209
Hinds	15 144	43 550	2 414 137
Holmes	3 760	11 402	587 544
Humphreys	1 075	4 010	175 977
Issaquena	237	741	32 616
Itawamba	649	1 278	55 084
Jackson	4 637	14 006	833 801
Jasper	1 248	3 806	166 020
Jefferson	1 027	3 299	165 917
Jefferson Davis	1 381	4 111	191 650
Jones	3 283	9 224	448 169
Kemper	776	2 320	102 731
Lafayette	917	2 455	113 518
Lamar	1 704	4 753	231 362
Lauderdale	4 552	12 678	667 648
Lawrence	866	2 414	113 747
Leake	1 717	4 408	207 349
Lee	2 091	4 921	$ 242 416
Leflore	3 697	11 830	575 753
Lincoln	1 982	5 595	276 028
Lowndes	2 861	8 528	434 902
Madison	3 726	11 996	645 882
Marion	1 867	5 575	277 730
Marshall	2 911	8 751	429 086
Monroe	1 845	5 006	233 781
Montgomery	1 218	3 103	140 056
Neshoba	1 490	3 977	172 620
Newton	1 121	3 021	129 888
Noxubee	1 510	4 841	222 034
Oktibbeha	2 104	6 124	316 939
Panola	2 167	7 271	328 872
Pearl River	2 381	6 611	354 381
Perry	965	2 593	127 387
Pike	2 887	8 453	508 871
Pontotoc	933	1 962	86 175
Prentiss	1 230	2 869	128 777
Quitman	1 335	4 386	194 941
Rankin	1 972	5 533	276 946
Scott	1 558	4 356	202 373
Sharkey	916	3 396	154 483
Simpson	1 357	3 656	172 308
Smith	784	2 231	90 780
Stone	741	2 170	112 405
Sunflower	3 124	11 372	530 728
Tallahatchie	1 687	6 171	269 524
Tate	1 180	3 497	154 686
Tippah	1 232	2 970	134 774
Tishomingo	987	2 143	99 191
Tunica	1 227	4 319	203 999
Union	1 088	2 681	117 446
Walthall	1 369	4 33	200 554
Warren	3 411	9 556	539 213
Washington	6 045	20 108	1 077 826
Wayne	1 909	5 476	275 890
Webster	731	1 895	88 521
Wilkinson	1 164	3 591	162 539
Winston	1 762	4 971	243 157
Yalobusha	1 162	3 024	135 366
Yazoo	2 981	8 926	452 932

FOSTER HOME CARE PAYMENTS BY COUNTY
July 1, 1987 - June 30, 1988

COUNTY	PAYMENTS	COUNTY	PAYMENTS
State Total	$ 2,870,932.73		
Adams	34,363.74	Lee	$ 90,050.12
Alcorn	35,098.15	Leflore	22,157.92
Amite	-0-	Lincoln	27,527.36
Attala	5,944.54	Lowndes	99,334.20
Benton	9,958.50	Madison	32,905.21
Bolivar, E	55,998.62	Marion	17,304.99
Bolivar, W	22,774.17	Marshall	23,790.81
Calhoun	10,339.93	Monroe	70,804.90
Carroll	21,984.36	Montgomery	5,364.52
Chickasaw, E	15,307.13	Neshoba	79,335.52
Chickasaw, W	10,034.85	Newton	38,718.59
Choctaw	5,811.12	Noxubee	5,850.00
Claiborne	44.00	Oktibbeha	24,388.19
Clarke	1,440.79	Panola	24,654.62
Clay	22,779.99	Pearl River	48,652.18
Coahoma	45,467.75	Perry	6,506.46
Copiah	6,794.35	Pike	10,763.99
Covington	13,744.34	Pontotoc	17,117.99
DeSoto	37,604.74	Prentiss	24,288.39
Forrest	33,470.59	Quitman	12,700.65
Franklin	5,062.44	Rankin	15,678.15
George	9,628.38	Scott	53,239.55
Greene	14,820.16	Sharkey	2,925.00
Grenada	30,415.62	Simpson	22,331.42
Hancock	56,604.13	Smith	22,818.39
Harrison	174,079.89	Stone	12,879.41
Hinds	291,002.15	Sunflower	44,196.97
Holmes	7,106.78	Tallahatchie	21,216.37
Humphreys	20,100.38	Tate	8,868.44
Issaquena	2,825.65	Tippah	20,566.82
Itawamba	54,913.20	Tishomingo	20,626.80
Jackson	124,825.89	Tunica	7,150.00
Jasper	10,899.23	Union	82,787.08
Jefferson	9,060.00	Walthall	8,946.25
Jefferson Davis	11,355.97	Warren	121,173.93
Jones	77,455.07	Washington	200,452.65
Kemper	7,520.73	Wayne	3,943.07
Lafayette	14,964.53	Webster	1,210.00
Lamar	11,990.25	Wilkinson	2,055.00
Lauderdale	118,180.80	Winston	8,624.55
Lawrence	-0-	Yalobusha	23,972.46
Leake	14,575.35	Yazoo	19,570.23
		Adoption Unit	7,135.32

Social Service Cases Under Care

Primary and Secondary Service Recipients by County

June 1988

County	Service Recipients Primary	Secondary	County	Service Recipients Primary	Secondary
State Total	19 504	3 065			
Adams	300	43	Lee	636	57
Alcorn	235	73	Leflore	186	96
Amite	64	0	Lincoln	182	17
Attala	39	1	Lowndes	394	9
Benton	82	1	Madison	227	16
Bolivar, E	440	23	Marion	255	25
Bolivar, W	119	4	Marshall	331	122
Calhoun	171	7	Monroe	405	41
Carroll	84	3	Montgomery	44	3
Chickasaw, E	77	30	Neshoba	196	83
Chickasaw, W	74	2	Newton	116	1
Choctaw	138	94	Noxubee	73	26
Claiborne	93	9	Oktibbeha	217	34
Clarke	84	0	Panola	147	11
Clay	293	79	Pearl River	274	4
Coahoma	292	8	Perry	28	0
Copiah	132	9	Pike	179	28
Covington	77	5	Pontotoc	154	3
DeSoto	290	9	Prentiss	284	14
Forrest	445	65	Quitman	105	1
Franklin	61	4	Rankin	295	93
George	79	1	Scott	175	8
Greene	59	2	Sharkey	50	0
Grenada	146	5	Simpson	211	12
Hancock	440	94	Smith	48	4
Harrison	1 603	176	Stone	52	5
Hinds	2 129	839	Sunflower	149	9
Holmes	89	27	Tallahatchie	86	4
Humphreys	118	34	Tate	75	1
Issaquena	33	0	Tippah	181	28
Itawamba	173	3	Tishomingo	129	16
Jackson	1 517	133	Tunica	114	7
Jasper	38	0	Union	166	4
Jefferson	156	1	Walthall	46	0
Jefferson Davis	93	1	Warren	344	14
Jones	390	21	Washington	860	126
Kemper	87	19	Wayne	94	6
Lafayette	145	10	Webster	78	36
Lamar	58	3	Wilkinson	62	0
Lauderdale	539	239	Winston	54	1
Lawrence	50	1	Yalobusha	66	0
Leake	54	4	Yazoo	146	18
			Adoption Unit	4	0

AID TO FAMILIES WITH DEPENDENT CHILDREN FRAUD ACTIONS FILED BY COUNTY ATTORNEYS, DISTRICT ATTORNEYS, AND AGENCY STAFF ATTORNEYS

JANUARY 1987 - DECEMBER 1987

	AFDC FRAUD CASES REFERRED TO LEGAL SERVICES	NUMBER OF CASES INVESTIGATED	TOTAL NUMBER PROSECUTED / DISPOSED CIVILLY		AFDC FRAUD CASES REFERRED TO LEGAL SERVICES	NUMBER OF CASES INVESTIGATED	TOTAL NUMBER PROSECUTED / DISPOSED CIVILLY
State Total	512	586	35				
Adams	1	6	-	Lee	9	9	1
Alcorn	2	1	-	Leflore	14	14	-
Amite	-	2	-	Lincoln	9	10	-
Attala	9	12	-	Lowndes	1	6	-
Benton	-	-	-	Madison	6	8	-
Bolivar, E.	10	13	-	Marion	1	2	-
Bolivar, W.	3	2	-	Marshall	2	-	-
Calhoun	2	4	-	Monroe	15	18	1
Carroll	5	10	-	Montgomery	12	13	4
Chickasaw, E.	-	-	-	Neshoba	5	7	-
Chickasaw, W.	2	1	-	Newton	6	2	-
Choctaw	5	6	-	Noxubee	-	1	-
Claiborne	3	7	-	Oktibbeha	2	6	-
Clarke	3	3	-	Panola	12	15	-
Clay	7	10	1	Pearl River	1	1	-
Coahoma	5	8	1	Perry	-	-	-
Copiah	2	1	-	Pike	11	13	-
Covington	1	1	-	Pontotoc	-	2	-
DeSoto	7	7	-	Prentiss	2	1	-
Forrest	4	4	-	Quitman	10	9	-
Franklin	4	4	-	Rankin	-	3	1
George	-	-	-	Scott	-	2	-
Greene	-	-	-	Sharkey	15	20	-
Grenada	9	9	-	Simpson	2	2	-
Hancock	2	2	1	Smith	1	1	-
Harrison	20	21	6	Stone	-	-	1
Hinds	59	57	1	Sunflower	35	35	3
Holmes	2	7	-	Tallahatchie	12	13	3
Humphreys	3	7	-	Tate	7	6	2
Issaquena	4	5	-	Tippah	8	9	-
Itawamba	-	-	-	Tishomingo	7	7	-
Jackson	28	21	-	Tunica	-	-	-
Jasper	3	6	-	Union	4	3	-
Jefferson	3	4	1	Walthall	3	3	-
Jefferson Davis	4	4	-	Warren	11	11	-
Jones	7	7	-	Washington	15	19	2
Kemper	11	10	-	Wayne	-	-	-
Lafayette	4	7	-	Webster	11	6	-
Lamar	1	1	-	Wilkinson	6	8	1
Lauderdale	9	14	1	Winston	1	1	1
Lawrence	3	4	-	Yalobusha	1	1	1
Leake	-	2	2	Yazoo	8	9	-

TRAVEL AND OTHER EXPENSES IN CONNECTION WITH CONFERENCES
July 1, 1987 - June 30, 1988

NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING	TOTAL MEETING EXPENSE
FNS/OFA Meeting Vicksburg MS July 7, 1987	Lula Jones	$ 181.50
FNS/OFA Maverics Meeting Atlanta GA July 7, 1987	Elizabeth Kirkland N. A. Soneson	395.70
Welfare Reform Meeting Racine WS July 12-14, 1987	Thomas H. Brittain, Jr.	554.65
Child Fatalities Symposium Chicago IL July 14-15, 1987	Melzana Fuller	688.54
Conference for Human Services Finance Officers Rapid City SD July 26-30, 1987	Tyrone Veal	1,379.28
Family Support Administration Conference Atlanta GA July 29-31, 1987	Barbara Bewley Judith Michael	858.20
Child Care Conference Enterprise AL August 13-14, 1987	Patsy Killebrew	188.78
Welfare Reform Meeting Atlanta GA August 25-26, 1987	Thomas H. Brittain, Jr.	250.32
Error Reduction Conference Atlanta GA August 25-27, 1987	Rachel Adams, Vicki Pierce, Karen Cooley, Mary Ross, Lula Jones, Janis Stinson, Cathen Matlock	2,881.09
Electronic Benefits Transfer Review St. Paul MN September 4-8, 1987	N. A. Soneson	426.00
NASW Annual Meeting New Orleans LA September 9-12, 1987	Joe Gentile	561.70
Alliance of Business Conference Washington DC September 13-16, 1987	Thomas H. Brittain, Jr.	141.50
APWA Annual Conference New Orleans LA September 13-16, 1987	James Denson Elizabeth Kirkland	787.11
APWA Quarterly Meeting Washington DC September 14-16, 1987	Max M. Cole Rose Roberts	1,154.10
National Alliance of Business Conference Atlanta GA September 29-October 1, 1987	Lindon Whyte	466.27
American Association of Food Stamp Directors Kalispell MT October 4-7, 1987	Janis Stinson	1,389.82
Southern Conference of CWLA Houston TX October 4-7, 1987	Mary Ann Everett Carolyn Townes	1,353.38

Travel (Continued)

NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING	TOTAL MEETING EXPENSE
Judicial Conference Jackson MS October 6-7, 1987	Fred Arrington Clayton Barnett Jean Blount Judy Boudreaux Donald Bratcher Karen Broughton Joe Brown Andrew Brucks John Bryant Carla Bundenthal Susan L. Buskirk Ricky Butler Felicia Caruthers Mary W. Causey Charlotte Chamberlin Rita Chandler Gail F. Cherry Mary Lee Clark Judy Clyburn Jimmie H. Collier Ronnie Crawford Mary Alice Cross Donna K. Cruse Betty J. Elias Terri Esch Peggy Etheridge Penny Ferguson Lana Folse Rodney Gillespie Shirley E. Green Billie K. Griffin Kitty Grubbs Terry Haltom Jennifer Handshoe Wanda R. Harmon Linda Heidelberg Illona Hemphill Pamela Hengst Cindy Herring Martha Hicks Army Hobbs Reba Hopkins Paul D. Howard Allie Hunt Cynthia T. Jamerson Barbara James Linda Jarvis Clara L. Jeffries Doris S. Johnson Emily Johnson Shirley A. Johnson Catherine K. Jones Cynthia B. Knight Angela Lacy Lori Latham Bridget Logan Thressa J. Love William T. Lukas N. V. Mangold Paula Manzke Paula McBay Martha McDaniel Donna McKee Sammie H. McKee Mildred C. McClellan Callie J. Moore Willie D. Neely Jacqueline Nelson Anna Noble Lucy L. Pannell Lillian Parks Tommy Petty Elizabeth Polk Sharon M. Poole Roberta Price Dorothy Randle Barbara Rayburn Betty S. Rayner Gloria Richardson Varrie Richmond Rose Roberts Benard Robinson Kathy H. Rogers Lisa M. Rosetti Bertha Russell Sarah Salmon James Troy Sanders Don Sanderson Sylvia Sessions Millard C. Smith Jeannie Staten Virginia Stevens Isadora Stevens Byrd Storey Linda M. Stubbs Linda B. Sullivan Loraine Sullivan Barbara R. Sweeney Laurie C. Taft Jannie Tate Sachular B. Taylor Rosemary Thomas Kathy Triplett Sharron T. Tucker Leonia F. Turner Karen Vaughn Tonita P. Vick Grace Voorhees Willie Watson Edna B. Watts Walter Weathers Lisa Weathers Gail M. Webster Jeff Wedgeworth Joann Weisiger Deborah L. West Freddie M. White Sharon Whitt	$8,353.78

Travel (Continued)

NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING		TOTAL MEETING EXPENSE
Judicial Conference Jackson MS October 6-7, 1987 (Continued)	Cathy Wilbanks Jana Williams Yvorn F. Williams	Lori Woodruff Joye Wyckoff	
Virginia Commonwealth University Licensing Institute Richmond VA October 6-10, 1987	Nela Hughes		$ 832.26
EPLN Meeting Jacksonville FL October 7-8, 1987	Frances Reno		388.92
Educational Program Review Akron OH October 20-22, 1987	Marion Sephton		833.75
Mississippi Conference on Children Issues Jackson MS October 21, 1987	Elizabeth Pullum		20.00
Seminar for Mississippi Government Attorneys Jackson MS October 23, 1987	Russell Bailey, Jr. Dorothy L. Crocker Carolyn Duggan	Leman Gandy Brenda Johnson J. D. Johnson	285.91
American Humane Association for Children Austin TX October 25-28, 1987	Dorothy Clark Melzana Fuller Paulette Hall Terry Haltom	Jane W. Hudson Nela Hughes Walter Weathers	4,173.68
Economic Assistance Conference Natchez MS October 26-27, 1987	Lurlene D. Adams Dale Adams Charles A. Araujo Janis Baker Beverly A. Beaird Barbara Bewley Martha P. Bingham Tommy Bond Jane Bowles Lucy J. Boykin Wallace Bradley Martha T. Brand Carolyn H. Bridgers Thomas H. Brittain, Jr. Dwight Brown Floyd L. Butler Sam Caruthers Annette Clanton Genell M. Clayton Max M. Cole William Collums Carol E. Conrad John T. Corcoran Gwen Costanzi Alma V. Cox Virginia Cox Polly Cumberland Lynn Daniels Clara G. Dearman James Denson Kenneth Dixon Hope C. Ellis Alice Emanuel Sonya Fox	William A. Ganann C. E. Gardiner Lorraine Gayden Clarene S. Goddard Helen Gordon Bonnie Grantham Willie L. Grimsley Garthfield Gunn Claude Hartness Peggy Hedgepeth Mary E. Herrington Charles L. Herron Patsye Hester Frances Howell J. Cliff Hughes Lloyd P. Huguley Annette Hutto Edwina Hyer Danny Iupe Lynda Jackson Robert G. Jenkins Frances Johnson Lula Jones Katherine Kalahar Elizabeth Kirkland Dolores Lawler Robert Leggett W. D. McCann Kathryn McKee Judith Michael Bennie P. Mims Lillian S. Morgan Robert F. Oakley Mildred Pace	6,723.50

Travel (Continued)

NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING		TOTAL MEETING EXPENSE
Economic Assistance Conference Natchez MS October 26-27, 1987 (Continued)	Robert C. Perry Carol B. Poole David Powers Lee Price Sara W. Reilly Margaret W. Riley Mary Ross Charles Seeger Marion Sephton Howard Shields John B. Simpson Pamela G. Simpson Walter Smith Van Smith N. A. Soneson Cheryl Sparkman	Mary Stanton Hope S. Stone Ruth Tanner Carolyn Trigg Pattye Sue Tucker George Turbeville, Jr. John A. Tutor Brenda Ulmer Clyde Walker, Jr. Juanita Warren Mary Frances Warren Jacquelene D. Webb Kathy White Joe T. White Lindon J. Whyte Evelyn Wilkinson	
Seminar for Mississippi Government Attorneys Jackson MS October 30, 1987	Russell Bailey, Jr. Dorothy L. Crocker Carolyn Duggan	Leman Gandy Brenda Johnson	$ 266.67
Assessment and Treatment of Adolescents Part I Natchez MS November 3-6, 1987	Edna Bishop Teresa Boyd Joe C. Brown Ricky Butler Mary Lee Clark Judy Clyburn Cathy Coleman Emma Crisler Terri Esch Peggy Etheridge Katheryn Hanvey Clementine Holloway Louis Johns Shirley Johnson Malinda Jones Michael J. Jones Angela Lacy N. V. Mangold Myra McDaniel Donna Miller	Anna Noble Elizabeth Polk Iris Rankin Michael Rebold Sarah Salmon Sylvia Sessions Lorraine Simon Linda Stirling Byrd Storey Linda Stubbs Rosemary Thomas Guy Walker David Walley Edna Watts Walter Weathers Gail Webster Jeff Wedgeworth Joyce Westmoreland Sharon Whitt Robin Wilson	1,715.56
Publications Workshop Mobile AL November 4, 1987	Dolores Burns		264.80
Meeting of Regional Welfare Commissioners Cincinnati OH November 4-5, 1987	Thomas H. Brittain, Jr.		660.23
Dilemma of AIDS Jackson MS November 12, 1987	Dorothy Roberts		70.00
United Council on Fraud Phoenix AZ November 14-18, 1987	James W. Webb Pervie Weeks		1,429.34
Adult Protective Services San Antonio TX November 17-20, 1987	Marva Hayes		577.95
Southeastern Regional MIS/IRM Conference Lexington KY November 17-19, 1987	Elizabeth Kirkland N. A. Soneson		1,602.23

Travel (Continued)

NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING		TOTAL MEETING EXPENSE
Social Services Conference Natchez MS November 30-December 1, 1987	Clayton Barnett Thomas H. Brittain, Jr. Jimmie Collier Alma V. Cox Ronnie Crawford James Denson Margaret Duncan Joyce M. Edmond Peggy Etheridge Anna M. Foote Joe Gentile Rodney Gillespie Glen Grimsley Terry Haltom Jane W. Hudson Sherry Jackson Clara L. Jeffries Robert G. Jenkins Catherine Jones Katherine Kalahar Mary McCullough Martha McDaniel	Bennie P. Mims Robert Moffett Barbara Rayburn Mike Rebold Sara W. Reilly Rose Roberts Bertha Russell Marion Sephton Billie Shackleford N. A. Soneson Byrd Storey Ann Sudduth Elizabeth Sumrall Carolyn Townes Leonia F. Turner Willie Watson Walter Weathers Jeanette Werby Sharon Whitt Frances Williams Joye Wyckoff	$ 3,114.26
Error Reduction Planning Conference Atlanta GA December 8-9, 1987	Mary Ross Janis Stinson		957.95
Foster Care Professionals Conference St. Petersburg FL January 11-15, 1988	Terry Haltom Barbara Rayburn	Joann Weisiger	2,852.46
Child Prenatal Health Prevention Tampa FL January 18-20, 1988	Rose Roberts		843.55
FSA System Transfer Users Group Meeting McHenry MD January 24-27, 1988	Elizabeth Kirkland N. A. Soneson	Jerry Weir	2,593.90
Family Center Practice Seminar Jackson MS January 27, 1988	Mary Ann Everett Carolyn Townes		71.00
EPLN Conference Atlanta GA February 9-10, 1988	Frances Reno		551.55
Foster Home Training Little Rock AR February 17, 1988	Joann Weisiger		320.53
Meeting on AIDS for Nurses and Social Workers Memphis TN February 19, 1988	Patsy Killebrew		175.85
Southeastern Association of Community Action Atlanta GA February 24, 1988	Thomas H. Brittain, Jr.		491.44
Fourth National Symposium on Child Sexual Abuse Huntsville AL February 24-26, 1988	Angela Fields Janet L. Thomas	Frances H. Williams	893.07
Louisiana Child Support Enforcement Conference Lake Charles LA February 25-26, 1988	Steve Lawrence		144.55
Block Grant Conference Birmingham AL February 29-March 1, 1988	Janis Stinson		399.72

Travel (Continued)

NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING		TOTAL MEETING EXPENSE
Impact of Federal Policy on Public Welfare in the South Jackson MS March 3-4, 1988	Charles A. Araujo Carol E. Conrad Anna M. Foote	Peggy R. Hedgepeth Jane W. Hudson Marsha Pittman	$ 317.56
Alternative to Family Building Kiamesha Lake NY March 10-13, 1988	Patricia P. Jones		969.95
Mississippi Conference on Social Welfare Jackson MS March 20-22, 1988	Clayton Barnett Ronnie Crawford Jane W. Hudson	Patsy Killebrew Elizabeth Pullum	405.59
Joint Conference on Aging Biloxi MS March 23-25, 1988	Kathy Gibson Gail Smith		425.70
High 63 Planning Meeting Myrtle Beach SC March 29-31, 1988	Mary Ross		777.00
Meeting of Region IV Administrators Tampa FL March 30-31, 1988	Thomas H. Brittain, Jr. Elizabeth Kirkland	Judith Michael	1,824.27
Mississippi Conference on Child Abuse Jackson MS April 1, 1988	Vernice N. Boston Teresa Ann Boyd Marilyn P. Brooks Renee Brown Barbara Bunkley Susan L. Buskirk Ricky Butler Gail F. Cherry Dorothy Clark Judy Clyburn Sonya Collier Ronnie Crawford Patricia Digby Patricia Dilley Donna M. Donald Connie L. Douglas Michael K. Fisher Lana Folse Anna M. Foote Melzana Fuller Rita Gaines Paula Goolsby Paulette Hall Terry Haltom Evon Harris Melissa Hathcock Linda Heidelberg Martha Hicks Viola Hicks Mable L. Holden Pearl W. Holloway Mary Houge Kenna Hull Sherry Jackson Clara Jeffries Lori Jones Catherine K. Jones Michael Jones Peggy Jones Patsy Killebrew	Cherri Kirk Stacey Lawrence N. V. Mangold Resa G. Martin Martha McDaniel Kim McGehee Jane Mize Lyrita Moffett Sudie Murrinell Kimberly L. Myers Carla Newman Jan J. Page Lillian Parks Naomi Perry Ever L. Peyton Elizabeth Polk Celeste Proulx Rose Roberts Velda L. Roberts Tillie Rosen Kimberly Shackelford Susan Smith N. A. Soneson Isadora L. Stevens Sallie A. Storey Debbie Sturgis Ethel L. Taylor Mamie Thompson Kathy Triplett Carol Twilley Guy C. Walker Gwendolyn Walker Willie Watson Walter F. Weathers Jeff Wedgeworth Freddie M. White J. D. Woodcock Lori Woodruff Joye Wyckoff	5,094.98

Travel (Continued)

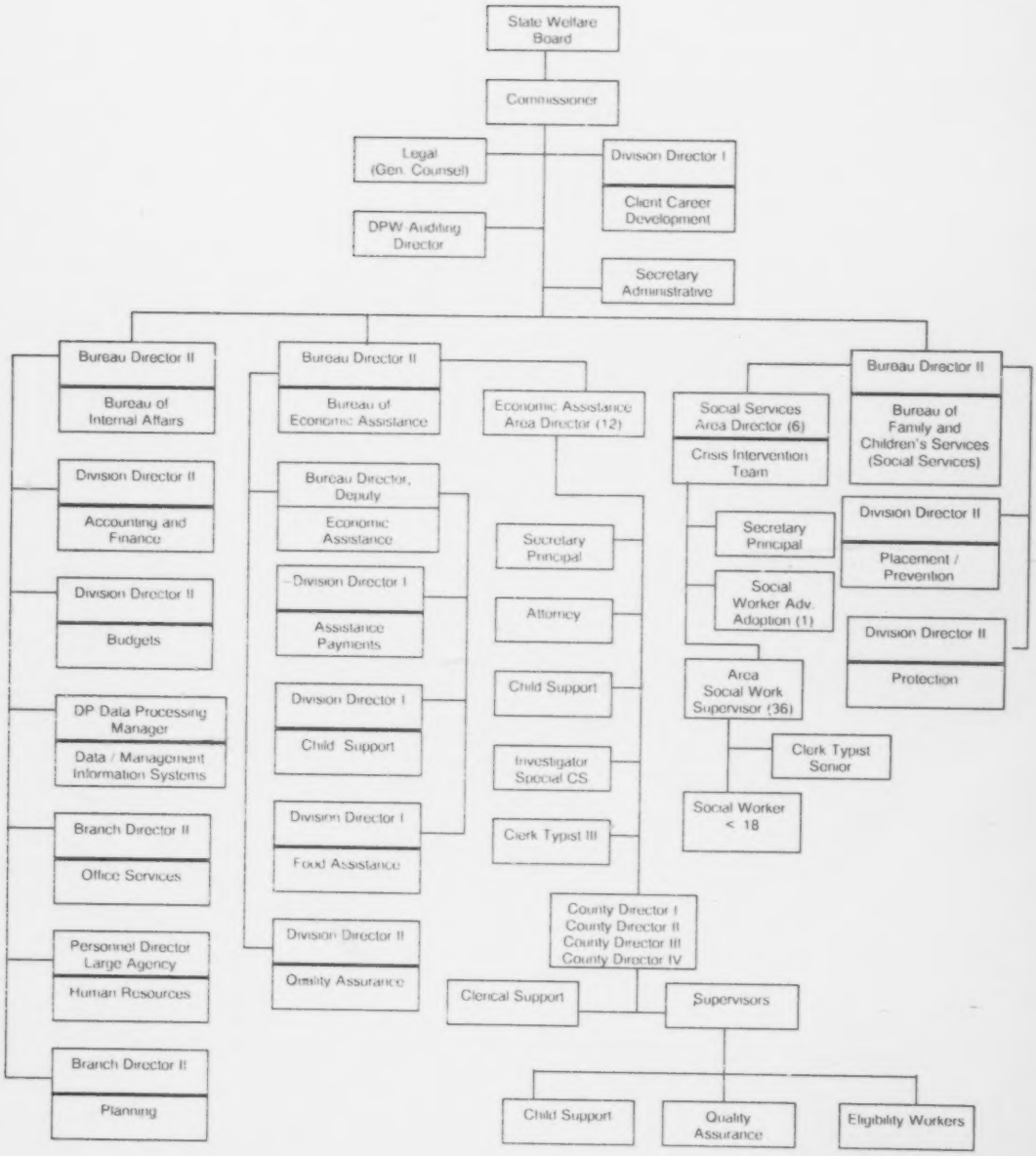
NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING		TOTAL MEETING EXPENSE
AIDS Conference Memphis TN April 6, 1988	Patricia P. Jones		$ 104.00
EPLN Regional Conference Atlanta GA April 6-7, 1988	Clara Nelle Taylor		581.34
Zerox Laser Printer Training Atlanta GA April 10-15, 1988	James Denson Robert Giles		1,360.65
High 63 Conference Biloxi MS April 12-14, 1988	Joan Ables Rachel Adams Charles A. Araujo Carolyn H. Bridgers Dolores Burns John H. Christmas, Jr. Alyce R. Clark Kenneth Dixon Alice Emanuel Mary E. Herrington Charles Herron Patsye Hester Glen Lacey	Dora Ladd Doris McNair Bennie P. Mims David Powers Robert J. Priester Mary Ross Herbert Scott, Jr. Elizabeth K. Selle Mary Stanton Janis Stinson Allie Tardy Clyde Walker Gloria White	4,335.40
Evaluation of Accounting System Columbia SC April 21, 1988	James Denson N. A. Soneson	Tyrone Veal	1,810.85
Tri-State Sexual Abuse Planning Session Memphis TN April 25, 1988	Melzana Fuller		90.87
1115 Waiver Request for AFDC/Child Support Washington DC April 27, 1988	Barbara Bewley Thomas H. Brittain, Jr.	Judith Michael	1,365.21
National Staff Development and Training Meeting Washington DC May 3-5, 1988	Nancy Burt		731.22
EFT Showplace New Orleans LA May 4-5, 1988	N. A. Soneson Jerry Weir		471.36
Assessment and Treatment of Adolescents Part II Natchez MS May 5-6, 1988	Edna Bishop Teresa Ann Boyd Ricky Butler David Caulfield Mary Clark Judy Clyburn Cathy Coleman Stephanie Covington Terri Esch Susan Gay Katheryn Hanvey Shirley A. Johnson Michael J. Jones Malinda R. Jones N. V. Mangold Donna Miller	Alfredia Minor Anna Noble Elizabeth Polk Sarah Salmon Sylvia Sessions Lorraine Simon Linda Sterling Byrd Storey Linda Stubbs Guy Walker David Walley Walter Weathers Jeff Wedgeworth Joyce Westmoreland Sharon Whitt Robin Wilson	1,800.73
Conference on Social and Economic Development Long Beach MS May 5-6, 1988	Jane W. Hudson		154.88

Travel (Continued)

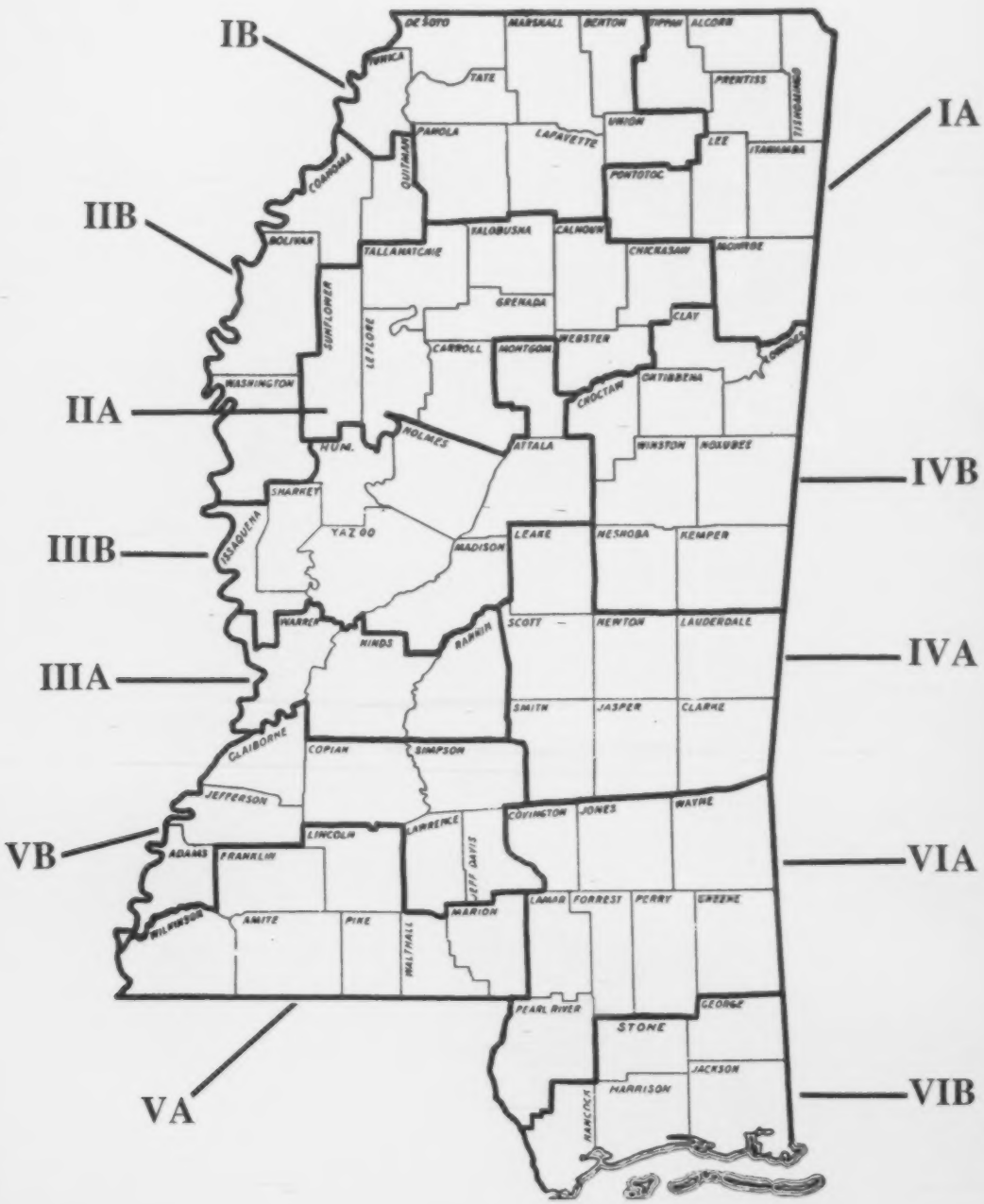
NAME, PLACE AND DATE OF MEETING	EMPLOYEES ATTENDING	TOTAL MEETING EXPENSE
Protective Services Conference New Orleans LA May 11, 1988	Marva Hayes	$ 334.69
Instate Conference Planning Meeting Memphis TN May 16, 1988	Lori Woodruff	44.40
National Association of State Boards of Educations Racine WS May 22-24, 1988	Thomas H. Brittain, Jr.	547.79
Crimes Against Refugees Atlanta GA June 2-3, 1988	Phoebe J. Clark	443.55
United Council on Welfare Fraud Annual Training Conference Tampa FL June 12-16, 1988	James W. Webb	576.10
National Association of State Agencies for Food Distribution Wilmington NC June 13-16, 1988	Doris McNair	888.70
National Council of State Human Service Administrators Washington DC June 13-15, 1988	Mary Ross	673.00
High 63 Conference New Orleans LA June 20-22, 1988	Mary Ross	262.00
Regional Federal Meeting New Orleans LA June 20-22, 1988	John T. Corcoran Marion Sephton	353.98
Federal Meeting New Orleans LA June 21-22, 1988	Thomas H. Brittain, Jr.	182.10
MCOA Interdisciplinary Training Jackson MS June 23-24, 1988	J. Michelle Wells	91.60
Workshop to Consolidate FNS 250 Program Atlanta GA June 27-29, 1988	Helen S. Barnes David Bevill	1,282.96

DEPARTMENT OF PUBLIC WELFARE
ORGANIZATIONAL CHART

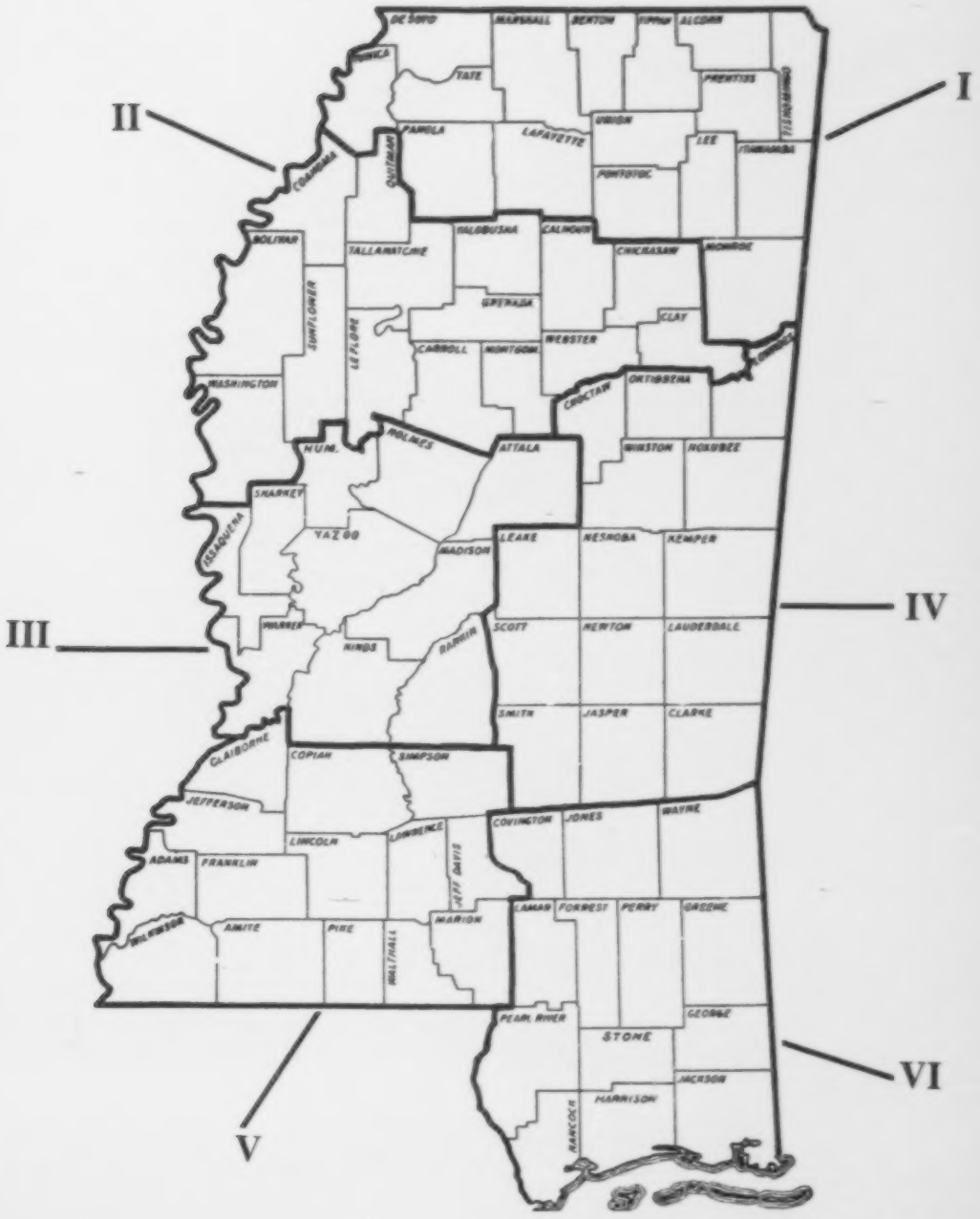
As of June 30, 1988



ECONOMIC ASSISTANCE AREA DIVISIONS



SOCIAL SERVICES AREA DIVISIONS



HEADQUARTERS ADMINISTRATIVE STAFF
As of June 30, 1988

OFFICE OF COMMISSIONER	Thomas H. Brittain Jr., Ph.D, Commissioner
LEGAL SERVICES	Robert G. Jenkins, General Counsel Darold Rutland, Deputy General Counsel
Legal Investigations	Joe Gentile, Director
CLIENT CAREER DEVELOPMENT	Marion Sephton, Ed.D, Director
WIN	Jean Whyte, Branch Director
Food Stamp / Job Search	Tom Corcoran, Branch Director
AUDIT SERVICES	Bennie Mims, Director
BUREAU OF INTERNAL AFFAIRS	Al Soneson, Bureau Director
Accounting and Finance	Tyrone Veal, Director
Budgets	David Reilly, Director
Management Information Systems	
Production Support	James A. Denson, Manager
Development	Jerry Ware, Manager
Project Management	Beth Kirkland, Project Director
Office Services	Lee Butler, Director
Human Resources	Jerald Everett, Director
Planning	Alma V. Cox, Director
BUREAU OF ECONOMIC ASSISTANCE	Max M. Cole, Bureau Director
Programs	Mary L. Ross, Deputy Bureau Director
Assistance Payments	Barbara Bewley, Director
Child Support	Judith Michael, Director
Food Assistance	Janis Stinson, Director
Quality Assurance	Nan Bingham, Director
BUREAU OF FAMILY AND CHILDREN'S SERVICES	Rose Roberts, Bureau Director
Placement/Prevention	Patsy Killebrew, Director
Protection	Jane W. Hudson, Director

AREA DIRECTORS
As of June 30, 1988

ECONOMIC ASSISTANCE AREA DIRECTORS

AREA IA
Counties: Alcorn, Itawamba, Lee, Monroe, Pontotoc, Prentiss, Tippah, Tishomingo
Mattie Wilson, Director

AREA IB
Counties: Benton, DeSoto, Lafayette, Marshall, Panola, Tate, Tunica, Union
Shirley Ward, Director

AREA IIA
Counties: Calhoun, Carroll, Grenada, East Chickasaw, West Chickasaw, Leflore, Sunflower, Tallahatchie, Webster, Yalobusha
Helen Gordon, Director

AREA IIB
Counties: East Bolivar, West Bolivar, Coahoma, Quitman, Washington
Kenneth Dixon, Director

AREA IIIA
Counties: Hinds, Rankin, Warren
Claude Hartness, Director

AREA IIIB
Counties: Attala, Holmes, Humphreys, Issaquena, Madison, Montgomery, Sharkey, Yazoo
Charles Araujo, Director

ECONOMIC ASSISTANCE AREA DIRECTORS (Continued)

AREA IVA
Counties: Clarke, Jasper, Lauderdale, Leake, Newton
Scott, Smith
Charles Herron, Director

AREA IVB
Counties: Choctaw, Clay, Kemper, Lowndes,
Neshoba, Noxubee, Oktibbeha, Winston
Pamela G. Simpson, Director

AREA VA
Counties: Amite, Franklin, Lincoln, Marion, Pike
Walthall, Wilkinson
Danny Iupe, Director

AREA VB
Counties: Adams, Claiborne, Copiah, Jefferson
Jefferson Davis, Lawrence, Simpson
Ruth Ann Tanner, Director

AREA VIA
Counties: Covington, Forrest, Greene, Jones, Lamar
Pearl River, Perry, Wayne
David Powers, Director

AREA VIB
Counties: George, Hancock, Harrison, Jackson,
Stone
Mary E. Stanton, Director

SOCIAL SERVICES AREA DIRECTORS

AREA I

Counties: Alcorn, Benton, DeSoto, Itawamba, Lafayette, Lee, Marshall, Monroe, Panola, Pontotoc, Prentiss, Tate, Tippah, Tishomingo, Tunica, Union
Ronnie Crawford, Director

AREA II

Counties: East Bolivar, West Bolivar, Calhoun, Carroll, East Chickasaw, West Chickasaw, Clay, Coahoma, Grenada, Leflore, Montgomery, Quitman, Sunflower, Tallahatchie, Washington, Webster, Yalobusha
W. F. Watson, Director

AREA III

Counties: Attala, Hinds, Holmes, Humphreys, Issaquena, Madison, Rankin, Sharkey, Warren, Yazoo
Frances Williams, Director

AREA IV

Counties: Choctaw, Clarke, Jasper, Kemper, Lauderdale, Leake, Lowndes, Neshoba, Newton, Noxubee, Oktibbeha, Scott, Smith, Winston
Clayton R. Barnett, Director

AREA V

Counties: Adams, Amite, Claiborne, Copiah, Franklin, Jefferson, Jefferson Davis, Lawrence, Lincoln, Marion, Pike, Simpson, Walthall, Wilkinson
Walter F. Weathers, Director

AREA VI

Counties: Covington, Forrest, George, Greene, Hancock, Harrison, Jackson, Jones, Lamar, Pearl River, Perry, Stone, Wayne
, Director

DIRECTORS OF COUNTY WELFARE DEPARTMENTS
As of June 30, 1988

Adams	Edwina Blanchard
Alcorn	James C. Hughes
Amite	Edwina Hyer
Attala	Hope Ellis
Benton	Hope Stone
East Bolivar	Evelyn Wilkinson
West Bolivar	Gwen Costanzi
Calhoun	Tommy Bond
Carroll	George Turbeville
East Chickasaw	Frances Sue Howell
West Chickasaw	William Collums
Choctaw	William Ganann
Claiborne	Carol Wood
Clarke	Annette Hutto
Clay	Martha Brand
Coahoma	Mary W. Herrington
Copiah	
Covington	Carolyn Harvey
DeSoto	Kathy White
Forrest	Lynda Jackson
Franklin	Annette Clanton
George	Sam Caruthers
Greene	Clara Dearman
Grenada	Robert Perry
Hancock	Wallace Bradley
Harrison	Patsye Hester
Biloxi Branch	Carolyn Magee
Pass Christian Branch	Freda Deckert
Hinds	Herbert Scott, Jr.
Hinds Main Branch	Euinice Robinson
N. Jackson Branch	Patricia Williams
Raymond Branch	Shirley Rankin
Holmes	Allie Tardy
Humphreys	Mary Warren
Issaquena	Delores Lawler
Itawamba	Kathryn McKee
Jackson	Alice Emanuel
Jasper	Bonnie Grantham
Jefferson	Delores Rankin
Jefferson Davis	Lee Price
Jones	Carol Conrad
Kemper	Cheryl Sparkman
Lafayette	Janis Baker
Lamar	Willie Louis Grimsley
Lauderdale	W. Clyde Walker, Jr.
Lawrence	Lloyd Huguley
Leake	Carol B. Poole
Lee	Jacquelene Webb
Leflore	Jane Bowles
Lincoln	Peggy Hedgepeth
Lowndes	Frances Johnson
Madison	Rachael Adams
Marion	Robert Earl Leggett
Marshall	Garthfield Gunn
Monroe	Lurlene Adams
Montgomery	Cathy Sykes
Neshoba	Polly Cumberland
Newton	Mildred Pace
Noxubee	Beverly Beaird
Oktibbeha	Van A. Smith
Panola	Genell Clayton
Pearl River	Dale T. Adams
Perry	Howard B. Cochran
Pike	
Pontotoc	John A. Tutor
Prentiss	Clarene Goddard
Quitman	Edgar Howard Shields
Rankin	Juanita Warren
Scott	W. Dale McCann
Sharkey	Lucy Boykin
Simpson	Jo Ann Coleman
Smith	Jacqueline Hord
Stone	Carolyn Diane Massey
Sunflower	Sonya Fox
N. Sunflower Branch	Anita Hayes
Tallahatchie	Lillian Morgan
Tate	Virginia Lee Cox
Tippah	Joe Terry White
Tishomingo	Margaret Riley
Tunica	Pattye S. Tucker
Union	John Simpson
Walthall	Walter Smith
Warren	Lula Mae Jones
Washington	Carolyn Bridgers
Wayne	Charles W. Seeger
Webster	Brenda Ulmer
Wilkinson	Sue Oliver
Winston	Robert Oakley
Yalobusha	Charles Gardiner
Yazoo	Thalia Blain